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U. S. Department of Agriculture

CONFERENCE OF DIRECTORS OF EXTENSION, STATE  
LEADERS OF COUNTY AGRICULTURAL AGENTS, COUNTY  
HOME DEMONSTRATION AGENTS AND COUNTY 4-H CLUB  
AGENTS IN THE 12 EASTERN STATES.

VICTORIA HOTEL, NEW YORK CITY  
FEBRUARY 25, 26, 27, 1937

A DISCUSSION CONFERENCE TO STUDY  
THE NEWER RESPONSIBILITIES OF EX-  
TENSION WORK AND EFFECTIVE SUPER-  
VISION



GENERAL SESSION

Thursday, February 25

9:30 A.M.

Chairman - H. J. Baker, New Jersey

Group Discussion led by H. J. Baker and  
G. E. Lord, Maine

1. Extension Leadership in Agricultural Affairs.  
H. L. Brown, Assistant Secretary of Agriculture.
2. What are Some of the Newer Programs and How Shall  
Extension Work Advance Them?  
C. W. Warburton, Director of Extension, United  
States Department of Agriculture.
3. How the Extension Service and Farm People in Vermont  
Work with National, State and Other Agencies?  
J. E. Carrigan, Vermont  
Marjorie E. Luce, Vermont  
E. L. Ingalls, Vermont
4. How does the Social Security Program Affect Rural  
People and How may it be Coordinated in a County  
with the Extension Program?  
Lavinia Engle, Social Security Board,  
Washington, D. C.

12:30 P.M.

Luncheon

2 - 5 P.M.

Section Meetings

6 - 8 P.M.

Informal Dinner, Victoria Hotel  
L. R. Simons, New York - Presiding

GENERAL SESSION

Friday, February 26

9:00 A.M.

Chairman - Mrs. Annette T. Herr, Massachusetts

1. How has the County Agricultural Agent's Job Changed and what Supervisory Helps does he need most now?

Raymond K. Clapp, Connecticut 15 minutes  
Discussion 15 minutes

2. How may the Home Demonstration Agent Assume Greater Leadership in Rural Home and Community Affairs, and how can the Supervisor Help her?

Daisy D. Williamson, New Hampshire 15 minutes  
Discussion 15 minutes

3. How is 4-H Club Work Affected by the Newer Programs in Agriculture and Home Economics, and what shall our Club Supervisory Program be?

C. H. Hartley, West Virginia 15 minutes  
Discussion 15 minutes

4. How may we Coordinate the Specialists' Efforts and Effectively Organize and Guide their Work?

J. C. Kendall, New Hampshire 15 minutes  
Discussion 15 minutes

5. How may our Supervisors Advance the Older Youth Program?

Mrs. Martha H. Eddy, New York 15 minutes  
Discussion 15 minutes

Note - An opportunity for a round-table on the Older Youth Program will be provided upon request.

12:30 P.M.

Luncheon

2 - 5 P.M.

Section Meetings

GENERAL SESSION

Saturday, February 27

9:00 A.M.

Chairman - T. B. Symons, Maryland

1. How may we Readjust our Programs and Improve Extension Method in Order to Influence more People?

A. Through programs of work for

Part-time farmers

Raising farm incomes

B. W. Ellis, Connecticut

Rural Health

Gertrude Humphreys, West Virginia

Discussion

B. Through method in extension

Informational News Service

Direct Mail Matter

Discussion Groups

Earl Flansburgh, New York

Discussion

2. Reports of Various Sections on Recommendations for  
1937.

12:30 P.M.

Adjournment

COUNTY AGENT LEADERS' SECTION

Thursday, February 25

2:00 P.M.

Chairman - G. E. Lord, Maine

Secretary - James W. Dayton, Massachusetts

Discussion Topic - Helping the County Agricultural Agent Develop a Balanced Program

Some typical problems suggested by State leaders and county agents.

1. What is the job of the county agent today?
2. How help the county agent find time to do the many things expected of him? How can he be assisted to organize and plan his work so that he can care for his responsibilities to local, State and federal organizations and at the same time maintain individual contacts with farmers?
3. How help county agents and extension committees see the long-time objectives of the Extension Service in their relation to the objectives of other organizations?
4. With the increased load now carried by county agents, must we reduce the number of projects or assist specialists in coordinating their efforts in the county?
5. Are our extension meetings creating the interest they once did and if not what can we do about it?
6. How may we better coordinate the extension and conservation programs?

4:30 - 5:00 P.M.

Summary of afternoon discussion

COUNTY AGENT LEADERS' SECTION

Friday, February 26

2:00 P.M.

Chairman - H. W. Soule, Vermont.  
Secretary - J. M. Fry, Pennsylvania

Discussion Topic - New factors which Influence the County Agent Leader's Program - Improving the Supervisory Job.

Some typical problems suggested by State Leaders and County Agents.

1. What is the county agent leader's job?
2. How may we better coordinate the county agent leader supervisory programs with those of the leaders of 4-H club and home agents?
3. How build and maintain an efficient staff of county workers?
4. How can we help the county agricultural agent develop a more effective organization of farm cooperators?
5. How can we help specialists and county agents answer major farm problems by building extension programs and yearly plans of work which will effectively reach more farmers?
6. What assistance can be given county agricultural agents with teaching method, means and agencies? How help county agents with news service and with visual aids which can be adapted to local situations.
7. What goals should be set up by county agricultural agents in their programs? How measure progress in reaching objectives?
8. How may reports best be used to advance the program?

4:30 - 5:00 P.M.

Summary of the afternoon discussion

HOME DEMONSTRATION SECTION

Thursday, February 25

2:00 P.M.

Chairman - Marion Butters, New Jersey  
Secretary - Helen McKinley, Delaware

Discussion topic - What readjustments are needed in the home demonstration program, in order to increase the usefulness of our work to rural people?

Some typical problems suggested by State Leaders and County Agents.

1. What part should local people take in developing the program for a community?
2. What studies are needed to aid in building a more effective program?
3. How may we coordinate home demonstration efforts with:
  - a. Social Security program
  - b. Resettlement program
  - c. Vocational home economics
  - d. Public schools
  - e. Health agencies
  - f. Other agencies
4. How may we use local leaders more effectively? How utilize leadership in other ways than in teaching groups of women? Who shall train local leaders - specialists or agents?
5. What methods are proving most effective for reaching beyond the organized group?
6. In view of general interest in discussion of public issues, is it practical to make definite plans for this in home demonstration meetings?
7. Do we need to change present methods of measuring results of home demonstration work? In what ways?

4:30 - 5:00 P.M.

Summary of discussion and recommendations by the group for readjustments in the home demonstration program.

HOME DEMONSTRATION SECTION

Friday, February 26

2:00 P.M.

Chairman - Venia M. Kellar, Maryland  
Secretary - Estelle Nason, Maine

Discussion topic - How may the supervisor best help the home demonstration agent in developing and carrying out a program based on local needs?

Some typical problems suggested by the State Leaders and County Agents.

1. What should constitute a supervisory visit to a county?
2. What is a fair division of the agent's time for adults and 4-H club activities?
3. How may the supervisor encourage better relationships between extension workers in a county?
4. How may the supervisor develop better news service and radio programs for home demonstration work in a county?
5. Do supervisors of the three lines of work in a State office need to meet at regular intervals to re-examine projects in relation to needs? How may such meetings be carried on so that they may contribute to a stronger Program in county and State.
6. What encouragement for professional improvement is being given to home demonstration workers?
7. Could the extension annual conference be so planned to contribute to professional improvement in larger measure than at present.

4:30 - 5:00 P.M.

Summary of discussion and recommendations by the group for readjustments in the supervisory program.

4-H CLUB SECTION

Thursday, February 25

2:00 P.M.

Chairman - C. B. Wadleigh, New Hampshire  
Secretary - Martha Leighton, Vermont

Discussion topic - What changes are needed in the 4-H club program in view of present day developments?

Some typical problems suggested by State Leaders and County Agents.

1. What adjustments are warranted in our agricultural club projects because of the soil conservation and agricultural conservation programs?
2. How shall we develop a program for the youth on part-time farms?
3. What modifications shall we make in our health program due to closer cooperation with public and private health agencies?
4. How far shall we go in developing programs in music, dramatics, recreation, camping?
5. What new approaches are effective in dealing with older youth?
6. Are modifications needed and in what direction due to the enlarged vocational educational program?
7. What part may rewards play in learning? How should we use them in our 4-H club program?
8. What devices are recommended for getting more scientific information regarding appraisal of various 4-H club procedures?
9. How shall we modify our home economics program in keeping with modern day problems and practices?

4:30 - 5:00 P.M.

Summary of afternoon discussion.

4-H CLUB SECTION

Friday, February 26

2:00 P.M.

Chairman - A. L. Baker, Pennsylvania  
Secretary - Evelyn Plummer, Maine

Discussion topics and suggested problems.

1. How do the new situations influence the 4-H club Supervisor's Program?
  - (a) What changes need we make in our objectives?
  - (b) What new jobs of the county extension agents affect our supervisory program?
  - (c) What procedure is best adapted to developing a 4-H club supervisory program?
  - (d) How shall we avoid "pyramiding our activities?"
2. How can the 4-H club supervisor best help the county extension agent?
  - (a) What is necessary in coordinating the 4-H club supervisory program with that of the leaders of agricultural and home agents?
  - (b) What in-service training of personnel should we give?
  - (c) What kind of training shall be given to local leaders and how shall this be done?
  - (d) How can we assist the county extension agent in enlisting local leaders in program making?

4:30 - 5:00 P.M.

Summary of the afternoon discussion.

DIRECTORS' SECTION

Thursday, February 25

2:00 P.M.

Chairman - H. J. Baker, New Jersey

Topics for Discussion

Retirement plans

Leave for study

Extension budgets

Cooperation with organizations of a promotional  
and educational nature as Producers' Councils  
Institute of Cooperation  
Rural Electrification Institute, etc.

What shall be the policy with reference to attendance  
of extension specialists at meetings of  
professional organizations?

What shall the policy be with reference to the  
development of regional conferences of State  
extension workers separate from the annual  
Eastern Section Conference?

What shall the policy be with reference to attendance  
of teams and supervisors at sectional or  
regional shows or meetings?

WHO'S WHO

Connecticut -

B. W. Ellis, Director of Extension  
R. K. Clapp, State Leader of County Agents  
Edith Mason, State Leader of Home Demonstration Agents  
A. J. Brundage, State Leader of Club Work  
Elsie Trabue, Asst. State Leader of Club Work

Delaware -

C. A. McCue, Director of Extension  
A. D. Cobb, Assistant Director of Extension  
Mrs. Helen McKinley, State Leader of Home Demonstration Agents

Maine -

A. L. Deering, Director of Extension  
G. E. Lord, Assistant Director of Extension  
R. G. Dolloff, State Leader of County Agents  
Estelle Nason, State Leader of Home Demonstration Agents  
Kenneth Lovejoy, State Leader of Club Work  
Evelyn Plummer, Asst. State Leader of Club Work

Maryland -

T. B. Symons, Director of Extension  
E. I. Oswald, State Leader of County Agents  
Venia M. Kellar, State Leader of Home Demonstration Agents  
E. G. Jenkins, State Leader of Boys' Club Work  
Dorothy Emerson, State Leader of Girls' Club Work

Massachusetts -

W. A. Munson, Director of Extension  
Sumner R. Parker, State Leader of County Agents  
Mrs. Annette T. Herr, State Leader of Home Demonstration Agents  
Beatrice Billings, Home Demonstration Agent at Large  
George L. Farley, State Leader of Club Work  
Melby W. Brady, Asst. State Leader of Club Work  
James W. Dayton, County Agent at Large

New Hampshire -

J. C. Kendall, Director of Extension  
Earl P. Robinson, State Leader of County Agents  
Daisy D. Williamson, State Leader of Home Demonstration Agents  
C. B. Wadleigh, State Leader of Club Work  
Mary L. Sanborn, Asst. State Leader of Club Work

New Jersey -

H. J. Baker, Director of Extension  
A. M. Hulbert, Assistant Director of Extension  
Marion Butters, Assistant Director of Extension  
Mildred B. Murphey, State Leader of Home Demon-  
stration Agents  
W. H. Allen, State Leader of County Agents

New York -

L. R. Simons, Director of Extension  
Montgomery Robinson, Administrative Specialist  
E. A. Flansburgh, State Leader of County Agents  
L. D. Kelsey, Administrative Extension Specialist  
L. A. Muckle, Asst. State Leader of County Agents  
F. B. Morris, " " " " " "  
R. F. Fricke, " " " " " "  
Mrs. Ruby Green Smith, State Leader of Home Demon-  
stration agents  
Mrs. Martha H. Eddy, Administrative Extension Spe-  
cialist  
Carrie C. Williams, Asst. State Leader of Home  
Demonstration Agents  
Helen Paine, Asst. State Leader of Home Demon-  
stration Agents  
Orrilla Wright, Asst. State Leader of Home Demon-  
stration Agents  
W. J. Wright, State Leader of Club Work  
Albert Hoefer, Asst. State Leader of Club Work  
F. E. Heinzelman, Asst. State Leader of Club Work  
Dorothy DeLaney, Asst. State Leader of Club Work

Pennsylvania -

M. S. McDowell, Director of Extension  
J. M. Fry, Asst. Director of Extension  
H. G. Niesley, Asst. Director of Extension  
P. L. Edinger, Asst. Director of Extension  
Rosalind M. Jewett, Asst. State Leader of Home  
Demonstration Agents  
Lora M. Pinder, Asst. State Leader of Home  
Demonstration Agents  
A. L. Baker, State Leader of Club Work  
A. B. Bingham, Asst. State Leader of Club Work  
C. P. Lang, " " " " " "  
J. F. Keim, " " " " " "  
W. S. Jeffries, " " " " " "  
Nellie Clogston, " " " " " "  
Jean Robertson, " " " " " "  
L. Isabel Myers, " " " " " "

Rhode Island -

G. E. Adams, Director of Extension  
Sara E. Coyne, State Leader of Home Demonstration Agents  
L. F. Kinney, Jr., State Leader of Club Work

Vermont -

J. E. Carrigan, Director of Extension  
H. W. Soule, State Leader of County Agents  
Marjorie E. Luce, State Leader of Home Demonstration Agents  
E. L. Ingalls, State Leader of Club Work  
Martha E. Leighton, Asst. State Leader of Club Work  
F. C. Essick, Asst. State Leader of Club Work

West Virginia -

F. D. Fromme, Director of Extension  
J. O. Knapp, Asst. Director of Extension  
R. H. Gist, State Leader of County Agents  
Gertrude Humphreys, State Leader of Home Demonstration Agents  
Anna M. Boggs, District Agent, Home Demonstration Work  
C. H. Hartley, State Leader of Club Work

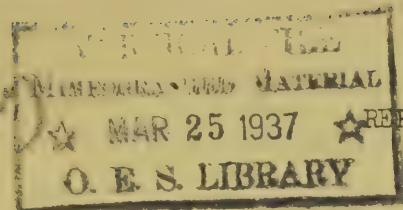
Washington, D. C. -

H. L. Brown, Asst. Secretary of Agriculture  
C. W. Warburton, Director of Extension Work  
C. B. Smith, Assistant Director of Extension  
Florence L. Hall, Extension Home Economist,  
Eastern Section  
F. C. Meier, County Agent Work, Eastern Section  
C. E. Potter, 4-H Club Work, Eastern Section  
Gertrude Warren, Organization 4-H Clubs  
H. W. Hochbaum, In Charge, Extension Work,  
Eastern Section









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Sectional Conferences of  
Supervisors of County Extension Agents

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Annual Extension Conference  
Eastern States, see

Hotel Victoria  
New York City, February 25-27, 1937

Extension Service, U. S. Department of Agriculture  
Washington, D. C.



Annual Extension Conference  
Eastern States  
February 25-27, 1937

REPORT OF THE DIRECTORS' SECTION

The following brief suggestions were recommended by the extension directors:

1. The directors of extension are very appreciative of the fine service work and devotion to duty of the county extension agents during the past year.
2. In the development of extension programs more emphasis should be placed on studies of the whole farm situation, particularly those factors which limit the farmer's income.
3. With such a foundation, the Extension Service can more effectively reach the poorer farmers.
4. In order to provide these poorer farmers with funds with which they may do those things to improve their incomes, the newer services of the Federal Government may be used. Such services include the rehabilitation program of the Resettlement Administration and the agricultural conservation program and seed loans.
5. In addition a different approach is needed to the poorer farmers than the one used to reach the better farmers.

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## REPORT OF HOME DEMONSTRATION SECTION

Thursday afternoon, February 25. - Marion Butters, New Jersey, Chairman.  
Friday afternoon, February 26. - Venia M. Kellar, Maryland, Chairman.

### The Supervisor's Job:

In preparation for this conference on "Supervision", letters were sent to representative county workers to get their point of view on these two questions:

- I. What do you consider your greatest problem in carrying out your work?
- II. In what ways can your State leaders help you more in improving your work?

Twenty-nine home demonstration agents in nine States answered these questions. Their replies served as a background for the discussion of State home demonstration leaders and led to the statement defining the responsibilities of the supervisor. Problems calling for greater emphasis in the supervisory program include:

1. Clarifying the major objectives of the service to the home demonstration agent and assisting her in doing the same for rural families and agencies.
2. Becoming more familiar with actual county situations and working conditions of the home demonstration agent.
3. Coordinating services of specialists with the work of agents.
4. Studying extension methods from the point of view of sound educational procedure.
5. Maintaining a flexibility in order to readjust the program as new demands arise.

To further equip the group in its study of the present situation, Miss Florence Hall, U. S. Department of Agriculture, presented three summaries showing:

1. Women's ages in homemaking groups.
2. The number of families following recommended methods in child feeding.
3. Number of farm families influenced by home demonstration work.

The question was raised as to whether there should be a readjustment in our program to reach more farm families. Through the years, the village clientele has been built up to the point that its total is approximately as large as

our farm clientele. These contacts have proved to be valuable, but the fact remains that more than three-fourths of the farm families in the Eastern States are not being influenced by the home demonstration program. With this in mind, the supervisors will urge work with more farm families now participating in agricultural programs.

Where assistance has been given home demonstration agents by county agricultural workers, the program is of greater significance in dealing with rural problems. Believing in the farm family approach, regular county staff conferences should be encouraged and should be attended occasionally by supervisors in three lines of work, working toward more active cooperation in extension program building.

More active cooperation in joint programs will stimulate better working relations of State and county staff members. Supervisors of the three lines of work may well consider meeting at regular intervals in the State office to reexamine projects in relation to needs. Meetings of this type are valuable but due to recent rush programs are not now being generally held.

#### Studies and Surveys.

The development of significant county and community programs calls for better ways of utilizing data already available, but more particularly of making people themselves aware of their needs. It was felt that for the time being, at least, subject-matter specialists can well spend more time evaluating available data and organizing such material for various income and educational levels.

Specific and general needs of rural families demand both an immediate and a long-time program, for improvement in daily living leads to the building of better values. Those needs constituting a long-time program were concluded to be:

- How to make a living.
- How to keep well.
- How to live with others.
- How to know your children.
- How to have better housing.
- How to have a better community.

#### "In Service" Training for Home Demonstration Agents.

The State home demonstration leaders feel that small group conferences for agents are most valuable; district conferences are satisfactory; and for annual extension conferences, it was recommended that the time be lengthened to provide a period for professional improvement, such as "The School of Philosophy."

The group believes that all home demonstration agents should be allowed 1 month's annual leave; that professional improvement for agents should be encouraged, and wherever possible, leave with pay be granted for:

- a. Sabbatic leave.
- b. Leave for summer sessions.

To stimulate a desire for study, extension directors may well:

1. Arrange a type of annual conference aimed toward professional improvement.
2. Permit agents located near a university to enroll in courses while carrying on their work.
3. Bring to attention of agents reading material of professional value.
4. Urge land-grant colleges to offer courses in extension methods and organization, both at summer sessions and through the year for graduate and undergraduate students.

Cooperation With Outside Agencies.

Opportunity to coordinate home demonstration programs with those of emergency and other agencies has brought prestige to the service and has made valuable contacts for the program. Home demonstration people can afford to be aggressive in offering their services to such agencies, and in being alert to possibilities of such cooperation.

This Section went on record as recognizing the great contribution which the rural rehabilitation work has made toward solving problems of rural homes. Because of the unusual opportunity which Resettlement home supervisors have in working closely with families, we wish they might be given more freedom and time to extend further assistance to them, particularly home-economics information as applied to their special problems.

Home Demonstration Agent's Use of Time.

In discussing what should constitute a supervisory visit to a county, much importance was attributed to an analysis of the agent's management of her own time. Time budgets or schedules are used with success in some States and are encouraged as a means of helping the agent evaluate her program, plan for 4-H and adult activities, eliminate the less significant calls, and make the necessary preparation for a substantial piece of work.

Better secretarial assistance should be provided in the counties as rapidly as funds permit. Trips for secretaries to State or well organized county offices serve as a way of raising standards.

There is being built up an increasing demand for the help of the home-economics extension service and this can be made available only through increased personnel, both of county workers and specialists.

Local Leaders.

It becomes less of a problem to find volunteer local women who are willing to assist with the program. These leaders, however, are worthy of more

recognition than is being given them at the present time. Members of State staffs can assist by commending the work of leaders.

The Discussion Project.

The Discussion Project on National Issues is being used with success to stimulate interest and develop leaders. Extension groups of long standing should be encouraged to participate in this program and release the agent for work with new people.

County Agricultural Planning.

In order that the supervisors and agents may be prepared to cooperate in Agricultural County Program Planning, we ask:

- a. Is county planning limited to problems of production and marketing?
- b. Is it to take into consideration consumption needs?
- c. Is it the intent as a long-time program to include an analysis of resources, their utilization, future needs, coordination of agencies in county and community?

In any case, the homemakers have a definite contribution to make and should be included in agricultural county program planning.

Annual Reports.

The State leaders of the Northeastern States believe that in reporting home demonstration work, narrative reports should be stressed and statistical reports be reduced to the few records which can be gleaned with accuracy. This statement is based on a recognition of the fact that statistical agricultural measuring sticks do not apply to home economics, whose significance is to be found in human values that do not lend themselves to statistical treatment. They urge that the statistical reports be greatly simplified and that narrative reports be accepted as the type that are adapted to the realities in the interpretation of home demonstration work. They urge further that the "combined statistical report" be discontinued, since it involves time-consuming work and, in many of its items, consists of adding figures which are not comparable and therefore cannot be regarded as authentic.

Summary.

The supervisors of home demonstration work expressed appreciation for the opportunities offered by this conference. The discussion periods provided a long-felt need and were used to good advantage. Because of the increasing importance of homemaking and consumer programs and the complex problems confronting the home demonstration agents, we request more frequent meetings for this group.

Quoting from Mr. Clapp's talk at this conference and from David Starr Jordan, the home demonstration leaders believe they have a degree of "wisdom (in knowing what to do next)", and they are developing greater "skill (in knowing how to do it)!" This conference has encouraged "virtue (in doing it)."

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REPORT OF COUNTY AGENT LEADERS' SECTION

Topic: Helping the County Agricultural Agent to Develop a Balanced Program

Thursday afternoon, February 25. - W. H. Allen, New Jersey, Chairman.

I. What is the job of the county agent today?

Upon our correct interpretation of his job depend the teaching courses offered in college, our selection of agents, the training we give them and the character of our supervisory program.

There was general agreement that the tendency is for the county agent to become more and more an executive and administrator, and less a teacher. He is becoming the director of the agricultural program in his county. While doing administrative work he must retain the point of view of the educator. To do all this successfully, he must have time to think and to plan.

He will need additional assistance as he assumes new duties. Assistant agents may act as teachers or be responsible for new programs or other phases of the work.

Better organization also will help to allow time for these new administrative duties and still permit the carrying out of extension teaching programs.

Coordination within the extension organization. The development of projects on a commodity basis is one step. We must work from the basis of the needs of the farm people themselves. Develop programs to meet these needs and have each specialist take his part rather than try to sell his individual project.

Coordination of non-extension agencies. This is a still more important problem. Rural Resettlement, the A.A.A., Farm Credit, Social Security, and similar agencies depend upon the county agricultural agent for their ultimate contact with the farmer, both in organization and subject matter. There is need for the coordination of these agencies in Washington, especially in respect to their relationship with the extension organization. The available time and personnel in the counties must be considered in asking the county agent to assume additional responsibilities.

II. How to help the county agent find time to do the many things expected of him.

1. A private office for the county agent in order that he may work efficiently.
2. A systematic plan for his daily schedule of work. A more rigid office routine is necessary.

3. Develop technique to dispose of "time robbers." Secretarial training schools, the adoption of a system of appointments and suitable office arrangements are suggestions.
4. Adequate, skilled, and trained office help.
5. Require that cooperating agencies carry their share of the work. New programs should be cleared through the State office before being presented to counties.
6. Specialists and other associates should arrange their programs with due regard for the county agents' time.

A specialist's success should not be judged by meetings and attendance but by his accomplishments in developing and carrying out a program.

7. Supply every help to county agents in keeping them up to date in subject matter.

### III. Maintaining individual contacts with farmers.

These must be maintained in order for the county agent to keep the right point of view, to give necessary help to farmers, and to maintain good will toward the service. Specialists and county agent leaders should also visit farmers for much the same reasons.

### IV. Long-time objectives in extension programs.

The commodity basis for extension programs helps to develop this point of view. Extension committees increase in their ability to consider long time objectives as they gain in experience and in knowledge and understanding of the situation with which they may be confronted.

The county agent leader has a great responsibility to help the county agents, specialists, and extension committees to look ahead and consider long-time prospects.

### V. Extension meetings.

There was a general feeling that extension meetings were continuing to create the same interest and to secure as good attendance as at any time in the past. More effort is being made to have each meeting serve a real purpose and to adapt the type of meeting to the needs and desires of the community being served.

### VI. Does Extension reach farmers of lower income class?

The Agricultural Conservation Program and Rural Resettlement give us an opportunity to serve many in this group more usefully than ever before.

Many of our programs have not met the needs of farmers of this class. Aside from questions of character and ability, often a farm set-up may be wrong or the farm itself poor. We have not tried to meet such problems.

On the other hand some extension programs, notably "T. B." eradication, have reached all farmers.

VII. How can we better coordinate the Extension and Conservation programs?

1. Keep farmer leadership active. Maintain farm interest and local responsibility.
2. Maintain a trained and paid technical service of professional caliber.
3. Coordinate the teaching of conservation practices with the extension teaching programs. Keep in mind that the Agricultural Conservation Program is a big agronomic project, with funds provided. It should become a part of extension programs in dairying, agronomy, and farm management.
4. Separate the technical features of the program from the teaching of practices.

County agents should not be responsible for the filling in of forms, supervision, certification, etc. These should be handled by conservation agents or supervisors who should be responsible to the county agents.

There was general agreement that lack of credit threatened to seriously curtail participation in the program, especially among farmers in the lower income group. Many of these would be greatly benefited if they were enabled to take part. It was felt that the adoption of a joint-payee policy offered the most workable solution to this problem. The suggestion was made that recognized banks and credit agencies be accepted as joint-payees.

REPORT OF THE COUNTY AGENT LEADERS' SECTION -- Continued

Topic: New Factors Which Influence the County Agent Leaders' Program - Improving the Supervisory Job

Friday afternoon, February 26. - H. A. Soule, Vermont, Chairman.

I. What is the county agent leader's job?

The county agent leader's job has been changing the same as the county agent's because of the new situations and new programs. One of his tasks has been to relieve the county agents of many of the details of

the new programs. The suggestion was made that each one of the new programs be taken over one at a time by the county agent leader and established and eventually absorbed into the system, keeping in mind all the time that the county agent must be protected and must be aided both in his point of view and with additional help.

II. How does the county agent leader help the county agent with his increased administrative responsibilities?

1. By helping him better to organize his time.
2. By assisting him in training office secretaries to handle more details.
3. By suggesting ways in which he may delegate responsibility but delegate such responsibility with caution.
4. Helping him to relax.
5. Advising him as to right kind of reading and professional improvement.
6. By providing training schools in business administration.
7. By influencing the kind of curriculum for extension courses in colleges.
8. By helping the individual analyze his own qualifications and abilities and recommending assistance in the use of these abilities.
9. By helping the agents not to assume responsibilities for local activities that are not of importance such as county fairs.

III. How shall we help agents to correlate their work with other agencies?

1. By helping them to get better acquainted with the work of these other agencies.
2. By encouraging frequent conferences with county workers.
3. By organizing conferences of the workers in the various agencies in demonstrating how correlated programs may be planned.

IV. What value are the annual statistical reports?

This group reported that very little use is now being made of the present statistical reports.

The motion was approved that this group request a revision and simplification of the annual statistical report form, possibly on a regional basis and in such a way that the summaries more accurately report the work that has been done by county agents.

V. Is there need for more research in extension methods?

Following a discussion of this question a motion was approved that the chairman appoint a committee to confer with representatives of the Eastern States concerning the establishment of a sound and effective research program in extension methods and administration.

VI. What use is being made of goals in the various States?

Very little use is now being made of goals in program planning.. It is important that they be based upon changes in farm people since there was general agreement that by goals we mean accomplishments by farmers which have been stimulated by the Extension Service program.

The opinion was expressed that goals in plans of work may be effectively used as stimuli for definite attainments.

Each county agent leader was asked to send a sample of the weekly or monthly report blanks to each State in the Northeast.

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REPORT OF 4-H CLUB LEADERS' SECTION

Topic: What Changes Are Needed in the 4-H Club Program in View of Present-Day Developments?

C. B. Wadleigh, New Hampshire, Chairman  
Martha Leighton, Vermont, Secretary

Topic: How Do the New Situations Influence the 4-H Club Supervisor's Program?

A. L. Baker, Pennsylvania, Chairman  
Evelyn Plummer, Maine, Secretary

I. What adjustments are warranted in our agricultural club projects because of the soil conservation and agricultural conservation programs?

The concensus of opinion was that most of the practices of the agricultural conservation programs are already included in our 4-H club program, but that the conservation program gives added emphasis to some practices. We need to examine our agricultural projects in light of the present farm trends and see to it that they are an integral part of the general extension program in each community. We should keep the 4-H clubs aware of the present-day farm problems and their development, and provide for the active participation of 4-H clubs in county and community planning whenever possible.

II. How shall we modify our home-economics program in keeping with modern day problems and practices?

We should be constantly alert to the need of checking and testing our programs in order that real situations of young people may be met.

It is recommended that programs and activities in family relationships, child development, buymanship, and general home management be encouraged as a part of the 4-H homemaking program in keeping with the needs of the young people being served.

The homemaking program should be broadened to meet more adequately the needs of the young men as well as the young women.

III. What modifications shall we make in our health program due to closer cooperation with public and private health agencies?

We should be consistent in carrying health practices into our present programs by maintaining our health standards in local, county, and State meetings, camps, and other 4-H club activities.

The 4-H club department should not try to do what health agencies can do better.

We should know the programs of our State and national health agencies, what services they are prepared to render to our program, and establish cooperative planning with these health agencies.

We recommend that the 4-H health program be based on the principle of health improvement.

IV. How far should we go in developing programs in music, dramatics, recreation, camping?

Music, dramatics, recreation, and camping fill a big need in 4-H club work. These activities should be used to round out and enrich our programs, but a balance should be kept between these and other 4-H club teaching devices.

V. How shall we develop a program for the youth on part-time farms?

Discussion indicated that we are reaching in varying degrees the youth on part-time farms, but that we need to know more about the situations of these young people in order to develop a program consistent with these situations. It is recommended that each State determine the number of young people now enrolled in 4-H clubs who come from families who live on part-time farms.

VI. What part may awards play in learning? How should we use them in 4-H club program?

Rewards when properly made are a stimulus to learning, but when out of proportion to the achievement of the individual or group may "cause the learner to forget all."

We recommend that awards be made on the basis of levels of achievement for the individuals rather than on the competitive basis, since the latter basis may cause the individual to lose sight of the real objective. Contests when rightly used may be a constructive means to an end, but they should be closely examined as to their value as a teaching stimulus since undue emphasis upon them may prevent the use of other worth-while extension teaching devices.

VII. What devices are recommended for getting more scientific information regarding appraisal of various 4-H club procedures?

We believe that more factual information should be assembled concerning the various types of 4-H club procedure and recommend that -

1. State club leaders consult the Federal extension offices regarding findings of studies which have been made and new techniques and methods to be used in making studies.
2. The States in this region cooperate with the Section of Extension Studies and Teaching in studies of questions of common interest,

wherein certain phases of the study would be assigned to different States. With some such plan in effect, duplication of effort would be avoided and at the same time, ample volume of data could be collected.

3. The State club leaders plan in their supervisory program for -

- (a) Compiling and analyzing available facts from Census, annual reports, and any other sources.
- (b) Making a short study of 4-H club procedures which may apply to his own State or supplement a study in some other State.
- (c) Encouraging county extension agents to make studies of situations within their respective counties.

VIII. Are modifications needed and in what direction due to the enlarged vocational educational program?

We should acquaint ourselves with the new developments in the vocational education program, clarify our own objectives and appraise the strong features of the educational program in extension.

Cooperative planning is to be encouraged to the extent that extension and vocational education may best serve the people in the community.

IX. What new approaches are effective in dealing with older youth?

1. Progress has been made in all States represented during recent years in developing methods for reaching the older rural youth.
2. Two different plans of organization were presented. The first of these was the experimental plan reported by New York which is distinguished by a program for out-of-school young people and directed by a special staff responsible to the extension director. The plan reported by most of the other States consists of the development of a new type of program suited to the interests and needs of youth between the ages of 16 and 25 under direction of those responsible for the 4-H club program.
3. We recommend the continued examinations of these programs, giving emphasis to those features which have been found satisfactory for an extension program for this age group and urge that special attention be given to the out-of-school youth.

X. How do the new situations influence the 4-H club supervisors' program?

New jobs and activities are crowding the programs of the county workers so that we need to bring to them suggestions on how to conduct 4-H club work most effectively in order that their time may be used to the greatest advantage.

With the enlargement of the 4-H club program the county extension agent's job becomes more supervisory in nature, thus calling for more assistance

and help from the State club leaders in developing a supervisory program.

In order that the State club leader may more adequately supervise the county extension agents, he must be familiar with these new situations and be able to show the county worker how the 4-H club program may be adapted to meet them.

To prevent pyramiding our activities, we need to analyze and evaluate existing procedure, methods and new proposals, firmly discarding those that are not essential.

XI. How can the 4-H club supervisor best help the county extension agent?

We can best help the county extension agent by being familiar with the supervisory program of the agricultural and home agents and help the agent to correlate his 4-H club program with that of the adults.

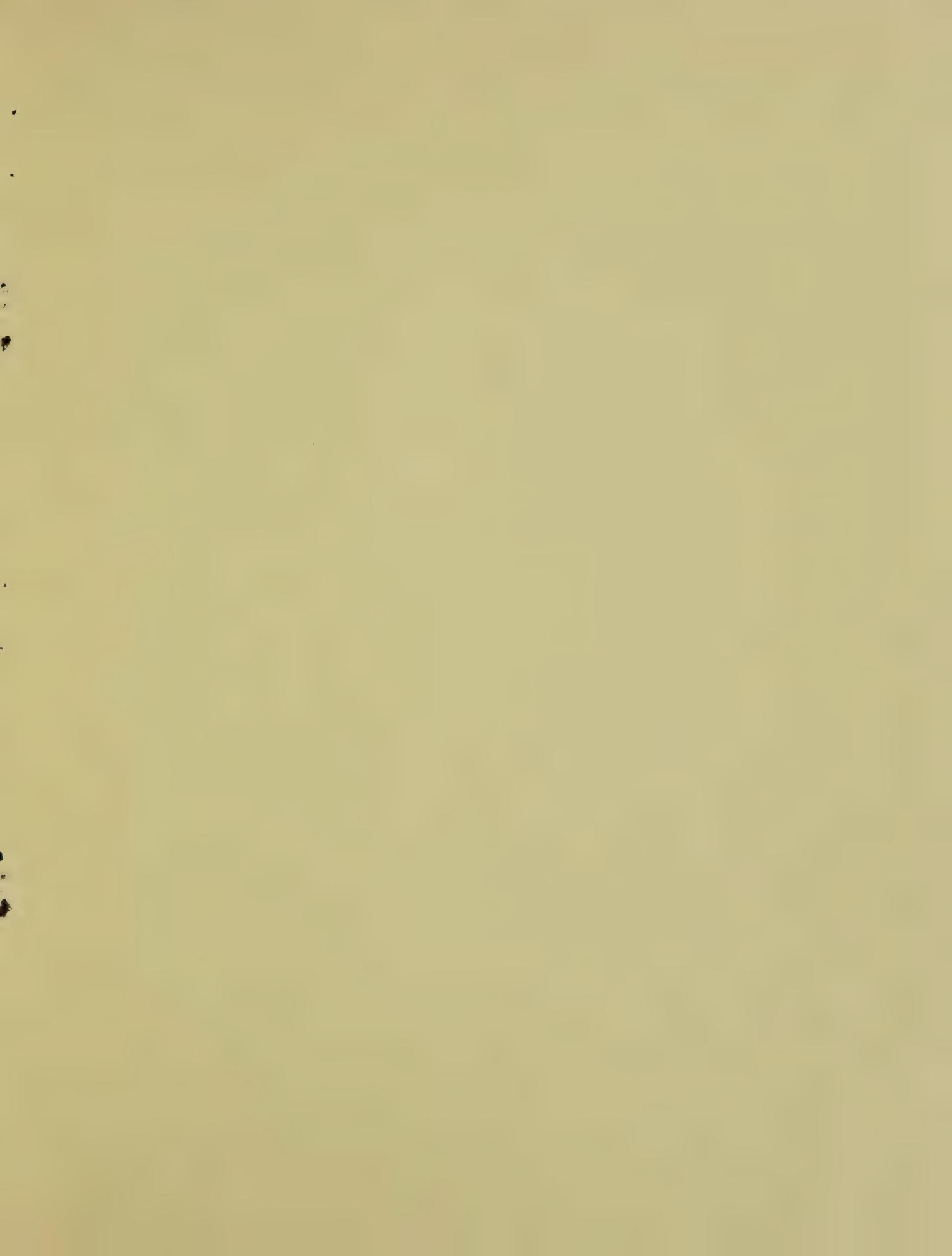
Frequent conferences between the supervisors of agricultural, club, and home demonstration programs are necessary to maintain coordination of extension programs.

Five States are now offering courses in extension methods for prospective and present personnel. We recommend that more attention be given to in-service training.

We need to give more attention to adequately training volunteer local leaders and enlisting their aid in program making.

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### SOME THINGS TO THINK ABOUT

Excerpts from letters received in the Washington Office  
from Assistant Directors of Extension  
and County Agent Leaders.

"How help county agents keep their chins above water?  
Is anybody less the master of his time than the county  
agent? Is there anybody less flooded with projects, de-  
mands, claims and responsibilities? Where shall he flee  
from organization responsibilities, program building,  
policy making, emergency programs, appropriation requests,  
budgets and finance, conferences with county staff, State  
staff and cooperating agencies, town meetings, field days,  
reports, office calls, and farm visits - where shall he  
flee for refuge to compose his soul and to catch some  
little fragment of enthusiasm and originality?"

Victoria Hotel, New York City  
February 25-27, 1937

## I. WHAT IS THE COUNTY AGENT'S JOB TODAY?

A. "How should a county agent handle the problem of demands by active and intelligent farmers who want about all his time, and at the same time do justice to low income groups who are not active cooperators?... Some men may be in the lower third because of economic difficulty which they would like to correct. Some of this same economic group are indifferent and only live from day to day. One of the best cooperators we have so far as organization is concerned, is a man who is in the lower third economically, but in the upper third socially and intellectually. He is one of the men who will drop his hoe at any time to be of service to his community even though his crops may suffer."

B. "With multitudinous requests and with about the same funds on which to operate, how can the county agent best meet local demands? This raises the old question of organized projects versus service to farmers."

C. "In building county programs, how many definite projects should the county agricultural agent carry, inasmuch as he has the agricultural conservation program to handle and especially when the State office offers for his consideration some fifteen distinct programs handled by as many if not more specialists."

D. "What sort of goals should be set up by agricultural agents? There seems to be a prejudice on the part of our agents against goals. May we hear from some State that has used goals successfully?"

## II. EFFECTIVE SUPERVISORY PROGRAMS.

A. "The following three things merit considerable attention: methods of selection of agents and standards of personnel; the development of local leadership; and long time objectives in extension. I realize that these are all old topics. However, I am convinced that without the right kind of workers to start with, all of our supervisory work and professional improvement is rather ineffective."

B. "There is still too much guess work in the selection and supervision of county agent personnel. I think we ought to study use of personality rating methods, adaptation tests, social judgment tests, and any other tools which are used by personnel directors in other fields... I think that possibly 90 percent of our county agricultural agents are well fitted to their jobs. Some of the few misfits and some of the difficult supervisory problems arise from the fact that some of us are not conscious of the elements that go to make up a successful county agent personnel to the point that we can approach it analytically, determine weaknesses and help to correct them."

C. "... the conference might well consider as a main topic the problems due to lack of supervision, rather than 'supervision' itself... the persons who are presumed to supervise have actually been drawn into other programs. In other cases this problem has been solved by additional supervisors being employed or the new programs being handled by special workers... one of

the first topics might be classed as "The Why of Supervision".

"Another topic is that of correlation of supervisors' work, especially where different persons supervise county agent, home demonstration and 4-H club work.

"Another phase of this work might be brought out under the head of conferences of supervisors and groups of agents in certain regions or all agents in the entire State. The necessity for State or group conferences of agents and the making up of programs for these might be given consideration.

"A problem which is often difficult to solve is that pertaining to the agent's family. There may be deaths, illness, accident, hospital bills and the like, which present situations to the agent that appear beyond his ability to solve. The county work often suffers in these cases unless the supervisor is able to be of some real help to the local agent. The health of the individual is a phase of the subject which merits consideration."

D. "Methods of stimulating agents discouraged or too much involved with family or business cares."

E. "Retirement plans now in operation. How may they be improved?"

F. "Would it not be desirable to bring in a man to present material and lead discussion on the subject 'Elements of Personnel Administration'?"

### III. TRAINING COUNTY AGRICULTURAL AGENTS.

A. "What can we do to create a more professional spirit among county agents? We have made some strides toward raising them above the level of temporary appointees, but some of our agents are still pretty much amateurs as far as techniques are concerned."

B. "Apprentice work for assistant agents?"

C. "Time might be given to discussion of courses for extension workers in the colleges of agriculture and Home Economics."

D. "I would like to hear discussed:

1. Selecting and training new agents.
2. Training the present staff of county agents to be more effective administrators."

E. "Professional improvement and leave."

F. "Assuming that our work is educational, what training should our local leaders have? What training do they now have? What can the Extension Service do to furnish training?"

IV. COUNTY PROGRAMS OF WORK - ATTACKING THE LARGER PROBLEMS - COORDINATION OF SPECIALISTS' EFFORTS.

A. "I would like to hear discussed building extension programs and yearly plans of work."

B. "Questions we would like to hear discussed are:

1. Integration of various extension activities into a single program.
2. Relation of specialists to program.
3. Relation of county workers to program."

C. "Coordinating the program of extension specialists into a unified effort for each major State commodity group.

1. Procedure at the college - headquarters.
  - a. Duties of specialists, county agents and county agent leaders.
2. Procedure in counties.
  - a. Duties of county commodity committees, county agents, county agent leaders, and specialists."

D. "Publishing programs."

E. "Relationship of agricultural conservation agents and county Extension Service."

F. "How can we best secure coordination of programs between the different specialists?

"With the increasing load being carried by county agents, how much should specialists be encouraged to carry on certain types of work in counties without the assistance of the county agent.

"What factors can a supervisor use to measure the results of specialists' work? A specialist can formulate sound plans and be extremely busy throughout the entire year, yet he may not secure results."

V. METHODS AND PLANS.

A. "How can we improve extension technique in organization, teaching methods, etc."

B. "I feel that there is great need for discussion of how to get greater interest on the part of men in extension work through their attendance at meetings. What type of meeting will they attend? What should be the subjects discussed?"

C. "The home demonstration agents and the club leaders have been very successful in obtaining voluntary leaders to play an important part in promoting the Extension program. Has anyone developed a plan whereby the agricultural agents are able to obtain the same voluntary leadership?"

D. "We talk a great deal about developing local leadership, but my experience is that most organizations grab on to whatever leadership there is in a community, put it to work, and do not worry too much about developing leadership. Of course, we do see leaders grow up, and we do see folks develop into better leaders, but I think we do not put nearly enough study and conscious effort into helping folks develop their leadership ability."

"With all of the talk we have had about planning, I am not so sure many of our extension committees, or even extension agents, could, without considerable reflection, tell you what the long-time objectives of extension in their counties are. In arriving at objectives in the past, I think we have sometimes carried our own ideas to the county instead of helping the local folks arrive at objectives. I rather feel also that if we do definitely have the objectives, somehow we will find means of reaching them."

#### VI. RELATIONSHIPS.

A. "To whom is a county agent responsible?... with so many agencies and committees saying that a county agent should do this and that, he sometimes wonders to whom he is responsible."

B. "From the county agent leader's standpoint, the agricultural conservation program and its relation to extension should be the dominating note of the conference. For the year 1937, and perhaps the years ahead of us, the agricultural conservation program is going to dominate the program of the county agricultural agent."

C. "In supervising the efforts of county agents in agricultural conservation, what should be the proper division of responsibility between county agent leader and executive officer of the conservation program?"

#### VII. FINANCES.

A. "... along this same line is the fiscal relationship of supervisors with county commissioners, boards or courts. The necessity for this continuous contact where county agencies contribute financially to the extension program appears self evident."

#### VIII. REPORTS.

A. "Dr. Smith has helped clarify our thinking regarding extension objectives in the article 'Should There Be New Objectives In Extension?' What is troubling me is how to measure the progress we are making in reaching those objectives. What methods are being successfully used by other States in determining results?"

B. "How best summarize and publish reports?"

C. "We are not getting what we should out of the annual report. We are not making use of the material which is being assembled. In addition to annual reports, there might be the subject daily and monthly reports that are practical and useful."

D. "I am in hope that some time can be given to discussion of the organization of research work in the States for both supervision and extension methods."

E. "What studies should be made to determine the effectiveness of extension teaching?"

F. "What are the best methods that can be used in measuring the results of county agent activity?"

IX. OFFICE MANAGEMENT.

A. "I am more and more convinced that we do not make good use of our time. The county agent's job is such that there are so many different items to be carried out and there is constant interference with the continuity of a single job that it is difficult to budget the time. I do think there are some things we might do about it. Are we justified in locking ourselves in and completing the morning's correspondence? That seems high-hat but it is about the only way a county agent can answer correspondence if he is to get the job done."

Extension Service  
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THE COUNTY AGENT SPEAKS

Problems in county agricultural work and its  
supervision as suggested by representative  
county agents in the Eastern States

For use in the Discussion Conference  
on Supervision  
Victoria Hotel, New York City  
February 25-27, 1937



### The County Agent Speaks

In preparation for this conference on "Supervision" extension directors of the Eastern States sent letters to representative county workers to get their point of view on these two questions:

1. What do you consider your greatest problem in carrying out your work?
2. In what ways can your State leaders help you more in improving your work?

Thirty county agricultural agents from eight States answered. The following excerpts were taken from their letters:

1 "My biggest problem in a county where agriculture is highly diversified, is that of organizing my work so that I can take care of the many organizations, uphold my duties in connection with Federal measures, such as Agricultural Conservation Program, and still maintain individual contacts with our farmers. As long as I have an assistant with me, I find it much easier to conduct the work without losing these very essential individual contacts..."

"I am looking forward to the day when our State Leader will be released from extra duties thrust upon him so that he will have time at least once a year, or better, twice a year, to sit down with me and go over my entire county program... Even though he simply approved the program I am conducting I feel that this action would give me greater confidence in the program I am conducting. Certain matters of policy might also be ironed out at such times. I do not offer this suggestion in a spirit of criticism for I know that our State leader has been tied up with emergency matters which require a lot of his time.

"I think State leaders should know at least a dozen of the leading farmers in each county and should be familiar with the major agricultural projects..."

2 "...Our greatest problem is to get farmers who may need assistance most, to cooperate in carrying out our extension practices. Possibly, we have confined our efforts too much within our organized groups and have not paid enough attention to the outsider.

"Many farmers, who do not attend meetings, nor make any effort to receive assistance should be contacted and assisted in solving their problems.

"The State leaders and specialists could help by encouraging the county agent to do more personal contact work and assist in outlining a program for this diffident but deserving group."

3 "... Due to the greater alertness and eagerness of the top third of the farmers, much of our extension work and programs has been for and with these farmers who need aid and advice the least.

"In this county last fall the County Fruit Program Committee decided that emphasis this year should be to reach the non-attending and lower income group of semi-commercial, part-time or small farmers. The HOW to reach these is the problem. Even local committeemen are at a loss as to how to do it.

"Would discussion meetings for those receiving financial aid from Resettlement help?

"Would personal calls at the farms of such people in order to analyze the outstanding weaknesses and suggestions for improvement for those not yet with Resettlement be of any benefit?

"What additional plans can be developed for assisting the low income groups with Soil Conservation? Here there could be a money gain appeal provided these people could be financed through Resettlement. One of the most frequent reasons for not completing projects under the 1936 program was 'Lack of funds or local credit'.

"Another problem is obtaining time and help from the Farm Management specialists in diagnosing farm situations. I have thirty farmers who have requested such a service, - assistance in properly evaluating the facts in the case - map of farm showing acres of fields; soil classification; inventory statement of income and outgo - statement of present marketing outlets and prospects. As a county agent I can get these men together - and later I might get time to visit each man. But I need help in developing the proper questionnaire - and in completing the job. Lectures help, but I firmly believe that the job is too big for most of these farmers to handle without some assistance. Can't we some way make the whole farm a demonstration?

"State leaders can help by preparing a handbook or manual to be used by county, community and project committeemen and by developing methods for conducting community committee meetings. What is the best method of locating and training local committeemen?

"State leaders can help more too by assisting in correlating Agriculture, Homemaking, and 4-H Club Work in the county. Is there lost motion? Is there overlapping? Can the committees of one branch assist those of another? If so, what and how?

"In each county there are certain peculiarities which differentiate it from every other county. The State leader, by virtue of greater vision, opportunity of studying other counties, could better diagnose the problems and assist in developing the best methods. Would local or county meetings be preferable? Should meetings be minimized and farm visits be increased? How about local study or discussion groups? Should these be increased? Are they the most desirable method? Is the cost too great? Do we reach enough people by this method?..."

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4 "...it seems to me that one big problem here in the county is the need for more material in discussion groups. We could also use more information on the procedure in handling these groups.

"At present in conjunction with the Soil Conservation Service, we are holding a few such meetings, and the attendance has been good. However, we find it hard to get the farmers to enter into the discussion. I feel that these farmers have many questions in their minds which they would like to discuss. It is rather hard to get them to state their problems. If we could have some information on this subject both as to procedure of conducting the discussions and also information that could be used by various groups, we could help a lot in adult education along agricultural lines."

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5 "My greatest problem..is to find enough time in which to do the work which needs to be done. I recognize that this is a broad statement and that my problem is, perhaps, one of determining what activities should be stressed and what should be left alone, for maximum benefit to the agriculture in the county. The demands made by emergency and sociological activities during the past few years have greatly increased administrative work of the county agent. There has been a decided reaction to this in the county for the amount of time left for personal visits for service has been limited. This has caused criticism by those people who were accustomed in the past to see more of the extension agents on their farms. Farm management appears to offer the best approach to the problems of the farmer and in my experience personal contact by farm visits is the most effective method in initiating this work....My problem, therefore, is one of so arranging my work as to allow more time for farm visits while engaged in farm management work.

"... I feel that the specialists and leaders can be of more assistance in the assembling and summarizing of subject-matter material than in attempting to spend a large portion of their time in county work..."

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6 "... My greatest problems are to get farmers out to meetings, and to obtain cooperators who will carry out newly recommended practices.

"State leaders can help me improve the work in my county by spending more time with me in the field in their respective projects."

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7 "... One of the things that has bothered us considerably during the past year or so has been the amount of clerical work in the office. This seems to be increasing and it becomes more and more difficult to handle it..."

"In contacting farmers and encouraging them to adopt better practices, probably the biggest hindrance is the lack of financial ability of these

men to adopt practices which appeal to them. The answer to this problem is difficult to find. During the past year, soil conservation has been a help and I assume that it will be a much greater one this year, now that farmers have become more acquainted with it. It seems as though it offers about all that could be expected in the way of financial assistance in adopting the practices which are covered by it.

"While I realize that it is necessary to check up on the amount of work that has been accomplished, it has always seemed to me that this phase of our work is stressed sometimes a little too much. Sometimes, in our attempt to get a lot of figures and facts down on paper, perhaps we forget just a little bit about the quality of the job that has been done by the farmers..."

"...The number of different agencies that are looking for a chance to be of service to or sell something to these men is surprising to me. Some of the men are ready to take advice from everybody that comes along and others have become skeptical from taking advice from anyone..."

"During the past year the problem of adjusting ourselves to the Agricultural Conservation program has been a big one and yet it is being accomplished. It was entirely new to farmers in this area and we had a late start in acquainting them with it. When we got right down to facts the opposition was not as great as we had expected, and with a little over 300 farmers receiving payments this year, I feel certain that many more will take part in 1937."

"... I would also appreciate very much receiving an outline of the material which the specialist is to present about two weeks before he arrives for the meeting. This would help a good deal in getting out publicity.

"I expect other county agents sometimes feel as I do that we are sort of between two forces which are pushing in on us all the time. On one side we have the State office and on the other side are the people in the county. When these forces get pushing in on us pretty hard, probably it is getting out of such situations that develop us and help us meet other similar ones."

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8        "The greatest problem we have in our county is to secure attendance of farmers at our meetings. I believe the attendance at our Extension meetings is the largest in the State and still we do not reach the number of farmers we would like to reach.

"We have used nearly every conceivable plan and the most effective is that of telephone calls by our local committeemen. But with from 103 to 131 names in three communities, all of which should be reached, it offers a problem that cannot be answered by telephone calls. We have tried to give due consideration to circular letters and have made an effort to measure their success. Sometimes a brief notice gets out a crowd while at other times few attend..."

"The problem of reaching younger men appeals to me as one worthy of consideration. When the Smith-Hughes school gets through with them, the boys seem to drop interest for about ten years. There might be some system worked out for carrying their interest along from Smith-Hughes work to Extension work without this lapse of time..."

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9 "I believe my greatest problem is to find time to carry out the many things that need to be done. We should increase our efficiency. Specialists could help considerably by developing systems of filing and reference in their respective fields..."

"... Our State leaders should assist the agent in fitting his particular work in a sound program for the County. It is easy for a specialist to encourage his line of work at the sacrifice of other lines. We need co-ordinated programs."

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10 "My problem is how to keep informed on the latest technical information, also with personnel changes throughout the county. Along with that is the need for more hours in the day in which to supplement personal visits with letters and publicity regarding meetings, demonstrations, etc..."

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11 "...there seems to be confusion in the development of all lines of Extension work... Increased funds have added to the number of Extension specialists. They each have a job to sell and feel that it should be routed through the county agent's office. In addition, there are emergency programs, calling at least for counsel and direction and, in many cases, for a great deal of time. There is about one specialist to every two county workers in the field and the pressure from all sources makes the county agent seem more or less of a schedule bureau or exchange center, rather than one who has the opportunity to exercise real agricultural leadership."

"... By having fewer State specialists and demanding that those remaining discover the real problems confronting the rural people and then work out a few definite lines of development that might be carried on by the county agent. The State leaders and specialists must take the time to contact more of the farm people to find the real problems and not devote so much time to training leaders or meeting the few outstanding rural people in conference and attempting in this way to exert their influence on the agricultural problems. In some way they have got to keep their feet on the ground and know more about what is needed by the farm families on the side roads of our county."

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12 "... with sixteen years of Extension Service as a background, I find that there has opened up such a vast field of useful effort along varying lines that the biggest problem facing me as a county agent is to give proper balance to all phases of the work. As our commodity groups become better organized and take more active part in planning and executing programs, more time is required for committee meetings, conferences with individual leaders, personal letters, news articles, circular letters, method meetings, and relatively less time is available for individual farm calls..."

"... I believe that State leaders should recognize the individual problems of a county rather than see all projects on a State-wide basis..."

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13 "The greatest problem in our work, as I see it after eight years of county agent work, is to find time to do the things we are expected to do. We tend to take on new activities and seldom drop any piece of work... I think one of our great weaknesses is failure to take time to carefully plan our activities for a period of six months or more... our State leaders have been carrying a larger load than they have carried for years. Emergency work or new types of programs which may be permanent are commanding more of their time and we are probably getting less supervision than we originally did. This puts a premium upon the initiative on the part of the county agent which is certainly worthwhile. Many of us miss the opportunity of sitting down around the table with one of the county agent leaders and working out the details of some particular program."

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14 "... one of our greatest problems is the organization of our work to meet demands of various kinds on the county agent's time and yet maintain close enough contact with the committeemen and the problems on the farm..."

"With the volume of work we are now handling it seems increasingly important that we improve our filing system and our office management in order to have information readily available. Additional work along the line of office management would be very helpful.

"Possibly the greatest need for assistance is along the line of general professional improvement. We need to learn more about our job and new methods of handling our work..."

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15 "My greatest problem is to find time to do all the things which are expected of a county agent. We are constantly having more work pushed on to us by the farmers and by the State College without adequate provision being made for additional help within the county.

"I might also mention other "emergency work" such as debt conciliation, rural resettlement, emergency crop and seed loans, drought relief, flood

relief, rural electrification, etc. Just to read and digest the literature which we receive on some of these items is a considerable job in itself. Then, add to it committee meetings, conferences, publicity, reports, etc., and an agent has a full time job.

"We are instructed to make programs and plan our work. Yet, one of the main characteristics of the so-called emergency work is speed. If we do as requested, we have to drop our regular program and plans and rush to do the emergency work. What good are programs and plans if they have to be cast aside as soon as made?"

"Perhaps my next greatest problem is too many bosses. I get supervision from my county committee and from the State office. It is the case of serving two masters at one time. Another problem is not having full authority in selecting my assistants."

"The State leaders can help me by giving more assistance and less supervision. I want to be shown how to do my work easier, quicker, and better; not shown more things to do..."

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16 "One of the greatest problems is the failure to reach many of the farmers who need help most. Evidence of this problem is the small attendance at many meetings. Often it is only the most progressive men who attend."

"I am wondering how effective our circular letters are..."

"Program planning has always been a problem. I have tried to get the committeemen to develop the program. They think in terms of activities rather than problems and solutions and often times do not view the program from a long time standpoint. While we have had good programs, I have the feeling that the committeemen and farmers think the program is drawn up in the office..."

"Our State leaders are doing a good job in helping us improve the work in our counties. Training schools to keep the agents up to date on subject matter have been most helpful."

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17 "One of the big problems is lack of time to plan our projects and carry them out as we should like to. Another is to get attendance at meetings. While we are spending more time writing circular letters we still do not get too good an attendance at our meetings; perhaps we are not making the right approach."

"One of our biggest problems is lack of information about hundreds of different practices, such as pasture improvement, new insects and how to control them, and even common things like proper fertilizers for many crops.... We are forced to tell growers many times a day that we do not

know the answers and do not know of any work being done on these particular projects, and although we have asked for it we do not know when it can be carried out.

"One of our other problems is that of getting answers to letters. Specialists at our College of Agriculture have to spend so much time in the field they do not have time except on Saturdays or Sundays to answer our correspondence.

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18 "One of the greatest problems we have is lack of personnel to carry out the county program as it should be conducted. We will have over 1,000 members in 1937, the most of whom will require services on the farm such as soil testing, poultry disease control, poultry house ventilation, land drainage, pasture improvement and dozens of other such important services. Besides the regular members there will undoubtedly be almost as many more non-members requiring similar services. There is of course a great amount of organization work to be done besides rendering such service. Lack of funds prevents employing an assistant..."

"I think we spend too much time in helping with the membership campaign, when most of this time might be spent to better advantage.

"Emergency programs have interfered in late years with our regular county program. Lack of personnel has again forced us to abandon our regular work to carry on the emergency programs."

"... we should have more information brought to us by our State leaders on successful methods being used in other States by other extension men. We do not receive enough of this..."

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19 "The greatest problem for county agricultural agents in carrying out the work in their county is in methods as opposed to subject matter... Another problem is to effectively and economically measure results..."

"I believe the field of visual instruction has not been used as much as it should be. State leaders could be of real service in helping to prepare film strips with a local appeal..."

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20 "One of our problems is to learn how to use our time more efficiently. We usually have from 500 to 1000 cooperators and in order to give any of these enough time to accomplish very much in the way of changed practices, we need to know how to do things more efficiently. It usually works out that the ones who are the best cooperators get the most of our time. This comprises about 25% of the group. As a result, the other 75% get little attention and receive little help except indirectly through their neighbors..."

"... as yet we have no very efficient way of analyzing problems and working out a program that means much to our local leaders and the county executive committee..."

"The third thing which I should like to mention is the problem of security of our job as county agent. While I have been in the work over fifteen years, yet there still seems to be a great deal of lack of security in the job..."

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21 "... Due to the fact that a large percentage of our farmers are of foreign birth, and in many instances, unable to speak, read, or write the English language, they are difficult to reach and slow to adopt changes of practice. This situation will eventually work out for large numbers of the children of these farmers are in 4-H club work....

"... The price of fluid milk has been low for a long period resulting in small incomes on our dairy farms, which works against the adoption of many practices and projects that farmers themselves recognize would be desirable..."

"Service to young people between the ages of 18 and 30 is one of our greatest problems - to present a program and tie into our work the young men and women who have become too old for club work and yet are not old enough to take part in the adult work."

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22 "There are absolutely too many projects listed in the program. It is not humanly possible to carry out the program in its entirety and accomplish anything over and above mediocre results. An area comprising a diversified agriculture necessitates a varied program, but this should be confined to the major problems."

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23 "My problems are: difficulty of obtaining local leaders to assist in carrying out the Extension projects; getting cooperators to report results; getting group action--natural tendency to keep problems to themselves--jealousy among farmers; other competing interests have a tendency to lower attendance at Extension meetings; difficulty of obtaining men as Directors of the county organization who will develop increased interest in Extension..."

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24 "The problem which concerns me most is a full realization that we have become administrators in the adult educational field, a situation which demands rapid self-adjustment, resulting in a feeling of total loss at certain times. During the first ten years of my county agent experience, the big problem was to adapt results of research to the county's agriculture and present the findings to farmers... During the past two years, the problem

has been to organize my office to carry forward these regular functions and at the same time assist the Agricultural Adjustment Administration in a dozen or more ways in matters heretofore considered foreign to our field...

"... At this time, however, the industry is becoming more settled and the farmers are again evidencing an interest in long-time planning...

"... As we move into this period, State leaders can help tremendously in keeping us informed of developments and assisting with plans more carefully worked out so they can be presented to the farmers in less time than has formerly been given to the respective lines of work.

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25 "... our difficulties are: lack of time to devote to complete definition and analysis of both our problems and our county plan - even while recognizing that both our problems and our plan must be ever changing to keep abreast of changing conditions; lack of sufficient economic data; lack of coordination among Washington Bureaus (in this connection may I say that the recent publication "Looking Ahead On Agricultural Planning" in which representatives of the Bureau of Agricultural Economics, the Agricultural Adjustment Administration, the Soil Conservation Service and the Resettlement Administration, gave joint expression to their views on certain economic and social factors bearing on agricultural adjustment; is to my notion the most significant and forward looking development in recent years). This significant action in Washington should be the forerunner of similar group planning in the State offices - although we must in all fairness admit that our specialists have cooperated splendidly in planning their projects.

"... My reaction is that the statistical report is a time consumer and is not worth what it costs...

"I have no further suggestions to offer regarding leadership other than the coordination of planning among the specialists so our county plans may adequately recognize county problems.

"... our farmers will follow if we can provide the practical county plan and can so coordinate our activities whether they belong to the Agricultural Conservation program, farm management, reforestation or what not - so that worthy effort in any line will be recognized and fitted into the coordinated attack on the economic problems of the farmer."

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26 "My greatest problem is the lack of man power and time to do an efficient job on all of the complex problems.

"The agents in this section have organized an outline of extension work in the various major commodities and have presented the same to the central office for study and definite action. Out of this study we hope to see

emerge a definite program where department heads, specialists, research men and agricultural agents have a definite part to carry out... By doing this we hope to eliminate duplication of work in several counties where conditions are practically identical and the problems the same. All this means is that it calls for cooperation of the whole Extension and Experiment Station forces from specialists to county agents to get the answer to the problem involved and present the same to the farmers in a practical way...

"The results obtained again depend on the answer to your first question as we, in the field, are only human - there are only twenty-four hours in the day and the problems presented are many."

27 "The last two or three years has seen such a change in the things that a county agent is expected to do that most of us are not quite sure what our greatest problem is. Factors over which we will probably have very little control will determine whether we are to continue as primarily educational agents or become largely administrators.

"... our problem from an educational standpoint is to sift out the various programs offered by the specialists at the college and to develop a program fitted to the county we happen to be in. This involves developing leadership in the county that will assist us in determining a wise program and also in carrying it out. Doing this is greatly complicated in counties having a wide diversity of agricultural interests.

"... our problem is to develop a program best suited to the agricultural problems of the county rather than one that is made up of parts of the programs of various specialists. At the same time the county agent and his leaders in the county must view the county program in its relation to the State and national picture. We must deal in present problems, but have a long time view, and must remember above all that the individual farmer must be able to translate the program into a solution for some of his own problems.

"... We have developed a wonderful body of voluntary leaders. I hope we continue to have their support and I am quite sure that we are going to continue to need their aid in developing and carrying out an agricultural improvement program of which the Agricultural Conservation Program will be an important part.

"Lastly the ever present problem of all of us is the fact that there is always more to be done than any individual can possibly do.

"... If the county agent is supposed to be a man of action the county agent leader should be the opposite. Certainly he should maintain contacts in the field, but his greatest value to us should be the analysis and constructive criticism of our activities. Such analysis takes uninterrupted time which most of us seldom have.

"Sometimes I wonder if our reports are read. For many years I have never had more than an acknowledgment of the receipt of the annual report.

I think if some of us were actually made to defend our course of action we might think through our programs to a greater degree. County agents like other people in public life, and out, sometimes get in a rut and our leader should see to it that we do not stay there..."

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28 "My greatest problems are: To maintain interest and support of the local organization against the many competing agencies that are using similar extension methods commercially; making meetings of sufficient interest to compete with numerous social interests, radio, other organization meetings, and farm visits of salesmen; if agricultural conservation is to be sold by farm to farm calls and farmers paid in cash a considerable part of cost for adoption of approved practices, how can we extension agents tie into this work to do the most good and yet maintain our organization..."

"State leaders can assist by: continuing help in developing leaders capable of sound thinking beyond the first bend in the road; and by helping coordinate the work without allowing county workers to be overshadowed..."

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29 "The greatest problem is the inability of the staff to satisfy the extension membership and yet have sufficient time to properly organize and carry out the extension program.

"A definite program of work for each project if submitted to the County Commodity Committees for approval would be much more valuable than attempting to get a program made up by farmers alone even with the guidance of agent or specialist. The pressure and influence of a few men often tends to demand too much time from a specialist or agent at the expense of the minority. The program should include not only help to the commercial men but give all farmers an opportunity to an equal assistance.

"Another improvement would be more news articles from State leaders for publication within the county. This, in turn, would give the agent more opportunity to organize the work more efficiently by lessening the burden of writing news articles.

"Additional training of each specialist in outlining the long-time objectives would indeed facilitate a better understanding among leaders. Even though a specialist in one field he should be equipped with the information and convinced of the objectives in other fields as well."

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30 "... In commenting on the interruptions and extra duties, I will say that I very much like to have these new phases come along because they force us to meet new problems and bring us into contact with people with whom we had not been working previously..."

"Perhaps because of these interruptions and extra duties, we would get further if we limited our regular work to only one major project in a year, but a question which that immediately brings up is whether this would be fair to the other groups interested in different types of agriculture.

"... I believe that our specialists could help us tremendously by having a little bit more fire, enthusiasm and pep in presenting the subject matter which they bring to the county - also more that is new.

"I think possibly we have built up a wrong habit by taking the State specialists into direct contact with farm people of the county. What I have in mind is that their time might better be used in training definite volunteer leaders who might put over the work after having been instructed in the subject matter by the specialists..."

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Extension Service,  
U. S. Dept. Agr.

THE HOME DEMONSTRATION AGENTS' POINT OF VIEW

Problems in Home Demonstration Work  
and Its Supervision as Suggested by  
Representative County Home Demonstra-  
tion Agents in the Eastern States

For use in the Discussion Conference on Supervision  
Victoria Hotel, New York City  
February 25-27, 1937



### The Home Demonstration Agent's Point of View

In preparation for this conference on "Supervision" extension directors of the eastern States were asked to send out a letter to representative county workers to get their point of view on these two questions:

1. What do you consider your greatest problem in carrying out your work?
2. In what ways can your State leaders help you more in improving your work?

Twenty-seven home demonstration agents in nine States answered these letters, and their replies have been summarized and grouped as follows:

Answers to: What do you consider your greatest problem in carrying out your work?

#### A.-Program planning.

1. To present an educational program in home economics to women having a wide range in educational background as well as great differences in social and economic status.
2. To plan program to meet needs of women which they recognize in answer to their needs.
3. To plan a program to interest the women, yet be in keeping with the long-time objectives in extension work.
4. To make program varied enough to interest all members without making it a patched-up affair.
5. To reach people who need help rather than those who seem fairly well informed but enjoy going to meetings for social pleasure.
6. To arouse interest of women to their need for study of homemaking.
7. To get individual homemakers to assume responsibility and take part in planning the home demonstration program.
8. An agent has to "spread herself too thin" with too many projects at one time. Why not concentrate on major projects in a county for a certain period.
9. Local people need to look at home demonstration work from a broader point of view and to see beyond their individual and group needs to problems of the community as a whole.

#### B.-Methods.

1. How to overcome traditional ideas of homemakers that "old way" is all right.

B.-Methods (cont'd).

2. How to present old material in a new way, particularly in nutrition.
3. How to overcome inertia of women. Extension workers have constantly and continually to sell the program.
4. To reach more young homemakers.
5. The extension meeting has much competition these days - not the event it used to be.
6. There is difficulty in getting women to actually do work themselves, such as making clothes and hats. Exception is in foreign-born and lower-income groups.
7. Helping homemakers to actually practice the things they know how to do. Overcoming that inertia between knowing and doing.
8. Number of letters, notices, etc., sent from county office increases each year. Is it wise to continue sending out so much material?
9. Getting better attendance at meetings, increasing volume of interest and accomplishments.
10. We have no railroads, no bus lines for county travel, and few women take the trouble to learn to drive a car. Consequently, meetings must usually be confined to small groups, thus making it necessary to hold many more meetings to reach the same number of people.

C.-Leaders.

1. Rapid turn-over of leaders. They do not take part in building program from year to year.
2. Lack of time and energy to follow up on local-leader work.
3. Getting the right people to assume leadership - not the woman with most time or the one who can drive a car.
4. All leaders are not capable of carrying on successful meetings. Should leaders teach fewer meetings and be more thoroughly trained?
5. Different interpretation needed as to what constitutes a leader who helps with the program in ways other than teaching leaders. More time needs to be given by agent to those leaders.

D.-Reaching beyond the organized groups.

1. How to reach the increasing number of rural and small-town women who are going to work in mills.

D.-Reaching beyond the organized groups. (cont'd).

2. Though nonmembers of groups are reached to a certain extent by calls and letters, time of agent is so taken up with meetings, not enough time for help to individual women who do not attend.

3. Greatest problem is how to reach the large percentage of foreign-born women, and those who have very low incomes.

E.-Use of specialists.

1. Specialists could help by making digests of latest information in their fields. If specialists could spend more time with community groups, even helping to organize them, they would have better understanding of home-makers' needs.

2. Each specialist should prepare detailed plan of projects a year in advance so that agents could explain it intelligently to women.

3. Having people in county know more about a project before they begin. More specialist help needed for this purpose.

4. Specialists need to give more time to helping agent in various fields of home economics. (4-H specialists needed in subject-matter fields in home economics where agent carries both adult and junior work.)

5. Great need for a child-development program in our State. Since child care and management is a real problem in many homes, there is need for more concentrated extension work in this field.

F.-Organization of agent's time.

1. Home demonstration agents are under too much strain and do not live sanely.

2. We have built up more of a demand than we can satisfy with present help.

3. Demands of large membership for a more extensive program than there is time to follow up.

4. Problem often to find time enough to thoroughly plan field work - need help in administration.

5. How to plan enough time for organization and administration. How to use office time to best advantage despite office calls and telephone.

6. How to administer a heavy program and do project teaching besides.

7. Hard to do creative thinking when the job continually "pushes." Need time for evaluating what we are doing, or else we are apt to lose our way and fail to see the woods for the trees.

F.-Organization of agent's time. (cont'd.).

8. Multiplicity of things on which I should keep informed.
9. Need time to complete a piece of work begun with satisfactory detail of finish.
10. So much time and energy involved in carrying out projects of specialists - little or no time left to give to problems of local groups.
11. To continue a successful membership campaign and at the same time continue the extension program.
12. Work tends to be heavier in fall.
13. Constant checking on results seems to take much time. Could not time be spent to better advantage teaching rather than checking?
14. How to keep up to date in all lines of home economics.
15. More than one-third of the home demonstration clubs insist on meetings at night. Though agent does not meet them every month, these meetings together with Grange and other programs take a great many evenings.
16. Our work has grown to the point in this county where it could be better handled by two people.

G.-General.

1. Many women are unable to follow extension recommendations because of lack of funds.
2. To get to meetings in winter over bad roads.
3. A newer agent's idea: "Apprenticeship should be served for several months in at least two counties."
4. To get meeting places and assemble equipment to make meetings more successful.
5. So many organizations in county, it is difficult to schedule meetings that do not conflict, resulting in poor attendance at home demonstration meetings.

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Answers to question: "In what ways can your State leaders help you more in improving your work?"

A.-Program planning.

1. State leaders can help by interpreting to boards of directors and local committees the need for thorough work rather than a program full of isolated "things going on."
2. State leaders' help is needed to organize program, so that individual attention could be given to those homemakers needing it most. (Suggest that program be rearranged so that calls be made and individual help given in July, August, and September, since these months are less satisfactory for meetings.)
3. Need help of State leader in keeping long-time point of view on basic objectives which sometimes gets lost in present demands on agent's time.
4. Need training schools for agents and representatives of local executive committees to consider possibility of program development through local leaders.
5. By continuing the schools where we can have a chance to take a long view of our jobs and can receive expert help in methods of handling problems.
6. Need stimulus of ideas from other States. (Suggests having workers from other States participate in State extension conferences.)
7. Have several counties work on same project at same time.
8. State leader should discuss and decide with individual specialists the amount of time to be devoted to each county.
9. State leaders need to help us revolutionize program and methods to meet changing needs.
10. Need State leader's help in evaluating subjects taught and amount of time given to each subject with reference to long-time objectives.

B.-Methods in extension teaching.

1. State leaders can help by bringing to us all methods of extension teaching, and helping us to adapt those which seem best suited to our county.
2. State leaders could help in preparing newspaper material which would help to sell program as whole.
3. We are fortunate in having State leaders with broad vision, and their encouragement has helped tremendously.
4. Need definite instruction in organization and administration, efficient planning for office work. How best to conduct a meeting. Have had to learn through years of experience what might have been handed on when begin-

B.-Methods in extension teaching. (cont'd).

ning the job. Suggests good discussion among agents, specialists, and leaders of long experience on these matters, so that newer agents may have advantage of their experience.

5. State leaders and specialists could help in anticipating seasonal questions, and preparing answers in such a way that they may be passed on to members of home demonstration groups.

C.-Leadership.

1. By interpreting to local women the plan of local leadership, its possibilities and values in a community when it actually functions.

2. Give county officers and women a better idea of need for volunteer leaders and their responsibilities. Help women better to understand the agent's work in a county and to let them know of work and problems in other counties, other States.

3. To help leaders to understand responsibilities to group and to help groups appreciate work of leaders.

4. More recognition by State supervisors of work done by local women in forwarding extension program would be greatly appreciated by women and would advance the work in a county.

D.-Time and office management.

1. Assist us in mechanics of files and permanent records.

2. Need 1 or 2 days' help from supervisor in establishing files in county office, so that information may best be recorded and summarized for future use.

E.-Reports.

1. Assist us in using best methods to get reports.

2. Evaluate with us our annual report.

3. System of reports that would help us to know a year in advance what information is needed for annual reports.

4. State leaders could outline questions to be answered in annual reports each year, so agent and women would know what information will be needed and assemble much of it during the year.

F.-General.

1. Better cooperation among State leader, specialists, and agents.
2. Lack of realization on part of agents and specialists of value of three lines of work - agriculture, home economics, 4-H club - working together and hitting at same problem from three angles at same time. Departmental lines too rigid, tend to isolate subject matter instead of seeing it in its relationship to lives of families. State leader can help by interpreting needs and softening departmental lines.
3. State leaders not always familiar enough with conditions encountered by county worker.
4. Revise membership system so it does not unduly encourage the reenrollment of same people year after year.
5. State leaders' help is needed in passing on to the agents new ideas and "fads" that come up in home economics and best information on same.
6. Help with organization plans for membership and administration.
7. By supplying at least a part-time assistant in 4-H Club work.



Problems and Helps Suggested by County  
4-H Club Agents for Discussion at the  
1937 Regional Conference of Supervision  
and Extension in the Eastern States\*

I. Reaching more young people.

The isolated farm boy or girl. How to reach him - what to offer him.

The club member without money for a sound project. How can he get started?

The future part-time farmer who will live on a farm but will still depend upon a town job for his living. What kind of a farm should he look forward to owning? and how should his club project help him?

Getting of enrollments of non-school boys and girls.

Projects that require cash investments.

Holding of older club members until they reach the age limit.

II. Local leaders.

The problem of securing efficient local 4-H club leaders.

Inability to get subject matter across to inexperienced leaders.

The enlisting of more local people in order that the enrollment and completions may be larger.

Difficult to find leaders who are qualified.

Procuring of qualified local leaders of boys clubs.

Getting of leaders to come out to leaders meetings.

Difficulty of transportation, which affects leaders conferences, exhibits, and county-wide gatherings.

Finding suitable leaders, especially for boys' 4-H clubs.

To get local leaders to do the necessary work in the local clubs because of the following:

Lack of training in organization and leadership.

Lack of frequent contact with a widely scattered membership.

Lack of vision as to the real aims of 4-H work.

Lack of ability to enlist the support of club members, parents and townspeople due to a noncooperative attitude on the part of all concerned.

Arousing enough adult interest in our work. The plan of organizing committees may help this to some extent.

Securing and training 4-H club leaders.

III. Teaching methods.

The problem in some projects of not having effective material that can be turned over to local leaders for use in carrying on their clubs.

Getting material on time.

My greatest problem is the lack of a winter program for boys.

IV. Organization of agents' program.

Getting all the things done that I realize could, and should be done. How to do better project work in the summer when the club agents are tied up practically most of the time with the numerous county and State activities.

How to use a county and town club committee efficiently.

Better coordination of the programs of all the agents within the county.

To develop the quality of workmanship I want, under the pressure of quantity or increased enrollment that is almost demanded of us.

V. Help needed from State club leaders.

As to further help from our State Club Leader. Possibly a field trip to some of these problem cases would give me the benefit of his experience.

The State leaders might however be of more assistance if they could see that better material is furnished for the use of local leaders. They might also develop and supply better methods of training leaders.

Women State leaders are doing a much better piece of work in presenting ideas, material for leader training schools, and helping organize the work than are the men State leaders.

It would be helpful if the State leader could find time to make an actual study of certain county problems in the field with the club agent.

State leaders can help best in attending and speaking at leader meetings, club round-ups and planning of yearly programs of work.

Demonstrations by State leaders are also helpful.

Need State leaders to acquaint me with the activities of agents in other counties in the State.

Are not our State leaders becoming too much interested in contests?

State 4-H program seems to me to lack a definiteness of things to be done, especially in the girls' program.

I should like to see occasional letters go out from the State office to club members giving them new ideas on different subjects.

The State leaders could help more with the improvement of work in the counties by giving more help in the form of county club agents-at-large who could circulate from county to county assisting with the variety of events as needed.

I feel that State club leaders should look for the poor work when they come into a county as well as the outstanding clubs. The poor clubs are the ones we need the most assistance with. I realize, of course, that the reasons which make a club a good one can be applied at times to the poor club but I do not think they should always ask to see the good clubs.

One of the largest problems is the training of agricultural leaders and I believe that the State office could aid in this training very decidedly if time and finances permitted. I doubt if it will ever be possible to hold many training classes for agricultural leaders on a county wide basis, and it will have to be done in small groups.

*Det. Libray*

A Classification of Topics Suggested  
by State Club Leaders for  
1937 Regional Conference on Supervision  
Eastern States\*

I. Older youth.

What limitations have we discovered to date in our work with young people above the usual 4-H club ages? How do these limitations influence our work in the organization and supervision of these groups?

What types of programs have so far seemed to best meet the needs and desires of these senior groups?

Older member programs for members not suited for leadership.

Methods of best utilizing the guidance possibilities of 4-H work.

How can programs be developed that will hold them after the age of 15?

Is it type of program or is it lack of right kind of leadership that is responsible for our not being able to hold older youth.

How far should the extension service go in developing programs that lay emphasis on social problems and activities?

We hear much about our responsibility to youth over sixteen years of age. What are the facts about this age group? What have the different States found out about them? What are they doing about it?

How far shall State leader go in developing special activities such as music, dramatics, winter sports, etc.?

How to develop and administer work especially for older club members such as farm and home mechanics, wild life, conservation, home management.

Coordinating the program and supervision of the extension service program for young people 16 to 25.

Older youth group, what are their problems, needs, aims? Which ones concern the 4-H leader?

II. Extension staff integration and coordination.

What is supervision? I wish that it might be redefined for us, and that in the light of that definition we might consider our responsibilities, one of which seems to us to be common objectives in the interests of which all phases of the Extension Service will work.

I think our objectives need to be redefined and that in so doing it would bring us to an appreciation of the help which we can be to one another.

Professional ethics and some of the policies that ought to obtain in State and county offices.

A discussion of the adjustments and changes needed in the 4-H program in view of the changing times. I have in mind here that those who

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\*Victoria Hotel, New York City, February 25, 26, 27, 1937.

are most closely in touch with youth often find that the requirements in project work, expected by specialists, cannot be realized as they could say ten years ago.

How to maintain a balanced program of home economics projects.

How the supervision work can be correlated so county agent leaders, home demonstration agent leaders and club agent leaders may know more about the various programs and correlate their work to better advantage.

Relations: State club leaders to the State leaders of other extension divisions. How establish mutually helpful cooperation?

Relations: County club agent to the other extension agents in the county. How best cooperate?

How unified, coordinated, cooperative county extension programs could be developed.

Extension programs that will reach the last farm family.

The staff conferences as a means of unifying programs and methods.

Assignment of responsibility to county staff in accordance with ability rather than title.

### III. Training local leaders.

Leadership training.

Assuming that our work is educational, what training should our local leaders have? What training do they now have? What can the extension service do to furnish training?

Developing an extension organization and how to utilize to good advantage the various types of leadership available.

Best method of getting subject matter across to local leaders.

Trends of leader training.

Organization of leader training procedures for boys agricultural clubs.

Plans for supplementary training to 4-H club leaders who do not attend subject matter training conferences.

Functions of a local club leader, what are they? And how make them effective?

The place of local leaders in the conduct of the county program.

Planning programs for county leaders' conferences.

Organizing leader training schools.

### IV. Personnel.

What success and difficulties have the States had in the use of district club agents (or assistant county agents) in organizing and supervising 4-H club work in groups of four or five counties?

Training of county extension personnel.

(a) before appointment

(b) in service

Selection of personnel.

What are the qualifications necessary to insure success.

Should extension specialists be recruited from the county agent staff?

If so, what provision for special training? If not, how can they be helped to see the county agent's side of the problem?

How the qualifications for various lines or phases of work can be properly considered in selecting new workers, that is, how can the viewpoint of the county agent leader, home demonstration agent leader and club agent leader be considered in securing new workers.

V. Studies to determine effective organization and procedure.

I should like to see the whole field of program making, teaching methods and procedures aired out and discussed.

How accumulate factual material as a background for programs of work.  
New ideas or plans of work and of supervision.

VI. County program building.

County program

(a) What part should county committee, the agent, the specialist and the State extension supervisor play in the development of the county extension program.

(b) How should the interests of the young people be considered in the development of the program? If their interests seem to differ from the usual farm enterprises of the county how far should we go in trying to satisfy them?

A basis for the proper balance between project work and other activities in the 4-H club program.

Unifying county and local organization as a means of more effective work.

VII. Determining progress and accomplishments.

Newest "efficiency" ideas in records or any other phase of 4-H activity which save time and add to the effectiveness of 4-H work.

What are the evidences that we can point to that indicate definitely that we are developing leadership among our young people?

What results are to be sought in 4-H club work? How can they be measured?

Reports as a means of supervision and unification.

VIII. Objectives and technique of supervision.

The psychology of Supervision.

The objectives of supervision.

What supervisors do when they go into a county.

How often field workers ought to be visited by supervisors.

Teaching agents how to organize field and office work.

IX. Teaching methods.

Is there a place in 4-H club work teaching methods for the group discussion method of education?

In what age groups can it be used? Why?

How can leaders be trained in the technique of the discussion group method of education?

What type of projects or activities lend themselves to this?

What part should each group of extension workers (supervisors, specialists, and county agents) play in such a program?

Stimulating the unambitious and under average (but entirely normal) members.

What methods of teaching can the supervisor demonstrate so that agents may better understand how to handle adult youth groups. How can the supervisor get a better understanding of conditions so that the local person is not overloaded and expected to do the impossible? What exhibit of books - articles on supervision for further study? How to sell new ideas to club agents so that they will want to use them. Different types of printed project instruction material and the relative effectiveness of each.

Teaching methods that get results with men, women and rural youth, and the younger boys and girls.

Subject matter for winter meetings of boys' garden clubs.

Fundamentals of teaching club members.

X. Relationships with agencies other than county boards.

How can these new relationships be interpreted to agents?

How can local leaders be made to understand these relationships?

Cooperative relationship between extension service and civic and commercial organizations.

How much time should we allot to work with fairs, shows and expositions?

United States Department of Agriculture  
Extension Service  
Division of Cooperative Extension

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HOW MAY WE READJUST OUR PROGRAMS AND IMPROVE EXTENSION METHOD  
IN ORDER TO INFLUENCE MORE PEOPLE?\*

By  
Earl A. Flansburgh  
County Agent Leader  
New York Extension Service



Any one of the following topics is a task in itself. I will simply point out, as a basis for discussion, a few of the problems, strengths, and weaknesses of situations in our State as I see them.

Informational News Service

Our college news service is functioning very well because it is a special job done by a specialist. Our county agents' news service functions very well part of the time but it has many weaknesses. Our county agents are becoming better and better equipped to write news stories. The most important limiting factor, however, is time. Many agents are using reporters effectively, but this is always dangerous unless a reporter is agriculturally-minded and is interested in accuracy. I would hesitate to give to a reporter, except in written form, the practices which we are going to follow in the Agricultural Conservation Program, because someone would surely follow the suggestion if given inaccurately and it would bring trouble to the county agent.

We are strong on announcements of meetings because we have to get people to attend. We are weak on the follow-up story after the meetings because the urge of another job is upon us. I do not see any way, with the multiplicity of jobs piled on the county agents, that they are going to do any better than they are doing at the present time. The best we can do now is to provide them with stories which can be released locally, written by a college editor, which may require a small amount of localizing. This is most successful in projects that are State-wide and is not helpful in strictly local projects. All our conservation stories, for example, will be prepared in that way. The appeal will be built upon how the program will affect certain parts of the State. We then know the story is technically correct because we have taken time to prepare it. This will relieve the county agent of a great deal of work, and he

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will be assured that the thing under discussion is accurate. We are learning slowly that information through the press is as important a part of extension work as some of the other vehicles which we are employing.

We are making some headway in asking extension specialists to prepare briefs in advance of the material which they are going to present. This does two things. It compels the extension specialist to know what he is going to say in advance in a terse, crisp form. Secondly, it gives the county agent a summary which he may send directly to farmers or use as a basis of stories.

#### Direct Mail Matter

The county agent is probably one of the largest users of direct mail. He has to use the circular because he must be assured that the information which he prepares actually gets to the farmers. The next problem is to make it sufficiently interesting and attractive so that the farmer reads it.

We know that direct mail is low cost and low efficiency. We also know that most county extension budgets are not sufficiently large to use material as attractive as competing pieces which come from commercial houses. Probably this will not be remedied to any great extent. Therefore, we must make our appeal on the basis of meeting the farmer problem, because the material contained in the circular is factual and unbiased.

We, like many others, resort to the mimeograph. We have stormed around about the smudgy mimeographed letter and its ineffectiveness. I have come to the conclusion that if a letter is prepared so it can be read from the reader's point of view on a live question, it gets results. I do not agree with some that a large part of the circular matter which we send out is left unopened. I think the best way to test this is to offer a gold brick and watch the response.

Last year the county agricultural agents in our State sent out over a million and a half pieces of mail as direct mail teaching or advertising. This is rather startling, but it does bring us to a realization that this job in itself is a sizeable one and it cannot be done well by dictating a circular in the same way that we normally dictate letters. If a circular is going to 20,000 people, it should require careful consideration. Many of our specialists do not think of going to a meeting of 25 people without having material well-prepared, charts made, and every fortification possible; yet, many are still writing circulars in smoky depots, or poorly lighted hotel rooms. These letters may have a larger contact by many thousands than the meeting which they are attending.

Very few circulars are sent out directly to farmers from our institution. Many, however, are sent through county agents. We write many

circulars which we call service letters, which have to do mostly with a unit practice. These are processed at the institution and sent in quantities to the county agent to be mailed to a list of farmers who have had a sample of this type of service and have requested additional letters.

We find that when we get to a circulation of 5,000 or above that we might more economically print the letters than to mimeograph them. This has given us an opportunity to illustrate them by photographs and line drawings. Our line drawings have improved. Our photographs are still very poor. There is a definite reason why photographs are poor. Most important of these reasons is that the pictures are taken by amateurs. Secondly, the pictures are collected hurriedly after the material is written and often are not pictures that specifically show what the writer has in mind. They are simply pictures. I think that amateur photography has improved, but I do not believe that we are going to get very far until sufficient funds are available with which institutions and county agents may employ commercial photographers to make pictures as high grade as those on competitive circulars from commercial organizations or some other Federal departments or divisions. We have run some training schools in connection with other schools in our State to help county agents to become more proficient in picture making. We find certain men who have an interest in this specifically and who do a fairly good job. Others are still doing a poor job and a very wasteful one.

We can do much to help amateurs become more effective in their picture making. Most of our county agents still use cameras that have roll film. This is a wasteful process. It seems to me that we should tear a page out of the experience of the newspaper photographer and use cut film in holders so that we do not make any more pictures than are necessary. To take one picture for a specific job on a roll and then expose five others in order to finish the roll is unnecessarily wasteful. I hope that the time is not far distant when every county agent and every extension specialist has access to a graphic camera such as newspaper men use. It is a 4 by 5 camera. It may be used as a view camera with a ground glass in the back. It is also equipped with a peephole sight for snapshots. While there is a wide variety of cameras, this type of camera offers the greatest possibility for the use which we have for photographs in extension work. Miniature cameras are handy and desirable for many purposes, but the fact that newspaper men are still using the camera which I have mentioned is proof enough for me that this is the best all-round camera.

My experience in getting pictures for publicity and for direct mail work is that the picture that is the best picture is the one that you go out to get; not the one that you run on to accidentally. There are a few exceptions.

I suspect, however, that as long as we have salesmanship and as long as we have a variety of camera equipment to be offered, we may expect a variety of pictures, both as to size and quality and we may expect a variety of results.

The most important thing in preparing pictures for direct mail or publicity is to see what we are looking at; most of us do not. We still see pictures of cows with a telegraph pole running out of their backs. We still see pictures of the front elevation of people with no appeal whatsoever except that they are standing in a row, having their picture taken, when they might be posed in a most interesting fashion. We probably will still see pictures of fields that are just a black mass as long as we do not understand how to get detail and light and shadow effects.

Conferences and training schools are helping to improve photography. But at best, we are going to have amateur photography. If we are going to use professional pictures, we must have them taken professionally, or by agents who have been trained.

If news is important, we must set aside a time for preparation, the same as other important jobs. It will never be successful if regarded as a bore or as incidental to extension work.

#### Discussion Groups

One of the first principles which I have learned in adult teaching through agricultural extension is active participation on the part of the learner. In our State, this principle has been our justification for the organization work in which farmers participate and in which they make decisions. We are more convinced than ever that active participation and self-help is more valuable than superimposed organization. The discussion method is a means of bringing about active participation.

The discussion method has a history. The discussion method has strength; it also has definite weaknesses.

Discussion is as old as conversation. The first discussion group I attended was 35 years ago when, as a youngster, I, with other youngsters, sneaked in the back seat of a country hall to listen to a group of farmers discuss the value and possibilities of establishing a cooperative creamery. Their ideas were rather vague. The method of organization was rather nebulous. But what grew out of it? The problem was analyzed. They did not know how to meet that problem and so, there being no extension workers in those days, they called upon a very capable person from a creamery machinery company. He not only was adept in helping them to work out a budget for the erection of a creamery and the purchase of necessary machinery, but in order to make this possible, he had a practical knowledge of how the farmers might finance the operation. This experience indicates one of the values of the discussion method. It helps people to sort out their problems, the answers to which they themselves may not know.

A few years later I had an experience as clerk in a country store where everything was sold from overalls to molasses. Saturday night was a very interesting time for a growing boy. It was the night when the farmers "went to town." At the end of the counter was a good game of "42" -

a game played with dominos because cards in that community were looked upon as being one of the "instruments of the devil." Around the stove and perched upon the cracker barrel and other convenient seats were groups discussing farm prices, public problems, and religion. The authority in most of these discussions was largely vested in a person who was the most dominating personality. It so happened in this community that this person was rather well informed for those days because he took the thrice-a-week paper. Others didn't.

Since we have been using the term "discussion groups" in recent months, I invariably go back to this historic background which was my own personal experience. The strength of such a procedure is the stimulation of interest which comes from participation. It stimulates one's ego because one is a part of the group. If sufficient information is available and a man prepares to enter into any discussion work, the participation fixes in his mind the points under discussion.

There are weaknesses to discussion methods. One of these weaknesses is to stamp discussions as authoritative even though little authoritative information may be brought out. Discussion groups may pool knowledge or they may pool ignorance. By simply discussing something without having a basis for discussion, harm instead of good may be done.

During the present winter I have been a member of a discussion group. We call it a forum. One of the things that we have been discussing is the question of peace. Most people are for peace, because they are against war. Most people who discuss the whole peace movement are about as poorly prepared to discuss it as I was. By use of the discussion method, I now have certain distinct notions which are predicated upon statements made by authoritative people who were brought to the forum and who cleared up many points which were not clear before, or who brought an entirely new viewpoint to the forum. The program discussed such things as the ethics of war, the reciprocal trade agreements, and boundary determination as some of the causes of war. Propaganda in war and population increase has effected the desire for territorial expansion.

The term, "Polish Corridor" to me was simply a neck of land that allowed the people of Poland to have an outlet to the sea. A historian spoke to our forum. He had served on the commission on this boundary question. When he finished discussing the problem, I felt that no matter how loud or long we discussed the ethics of war or the desirability of peace, the economic situation would unquestionably stimulate war. But mind you, we had a man who was internationally famous and who had personally visited this situation and brought it to us. The discussion was not colored by partisan propaganda, nor was it discussed by someone who had a superficial knowledge. That to me is the greatest weakness of the discussion method. Unless we have sufficient teachers who are broad-minded and competent, we are going to do little more than talk about the problem with meager information.

Our experience in New York State has largely been in three categories. First, forums or discussion groups organized by churches and clubs. We have helped with these although they have largely been organized by local leaders. Discussion of public problems as an extension activity is second. This type of activity is just getting under way and is meeting less local opposition than was met last year when there were intense partisan situations. Third, the discussion method is being used as a teaching vehicle in agriculture and home-economics subject matter. It has long been a method employed by local home bureau groups.

The discussion method in teaching agricultural subject matter has made considerable progress in our State. We have in the past thought many extension activities were not successful unless someone gave a lecture. In a number of counties, county agents followed the method of having a good chairman state the subject to be discussed and then ask for the problems in that subject that should be discussed. This has resulted in an experience-meeting. A specialist was always present and made his contribution through the discussion and in some cases was used to summarize the meeting. I think the use of a specialist to summarize the meeting is very desirable; otherwise, some people might come to an extension meeting and arrive at an erroneous conclusion.

There are limitations to these groups, however. I would hesitate to have a discussion group on spray material or other phases of insect and disease control. It seems to me this is a place that you want a man who is technically accurate and let the discussion be a method to bring out problems rather than state experiences.

I hope we delay standardizing discussion technique for many years, for above all things to be avoided are standardization and rules and regulations that inhibit originality or which smother personality.

I shall remain a conservative on discussion or any other method lest we become faddists. I would make the rules simple. I think this is about all the rule we need: "Where two or three are gathered together with sufficient interest in a common subject, let us discuss it."

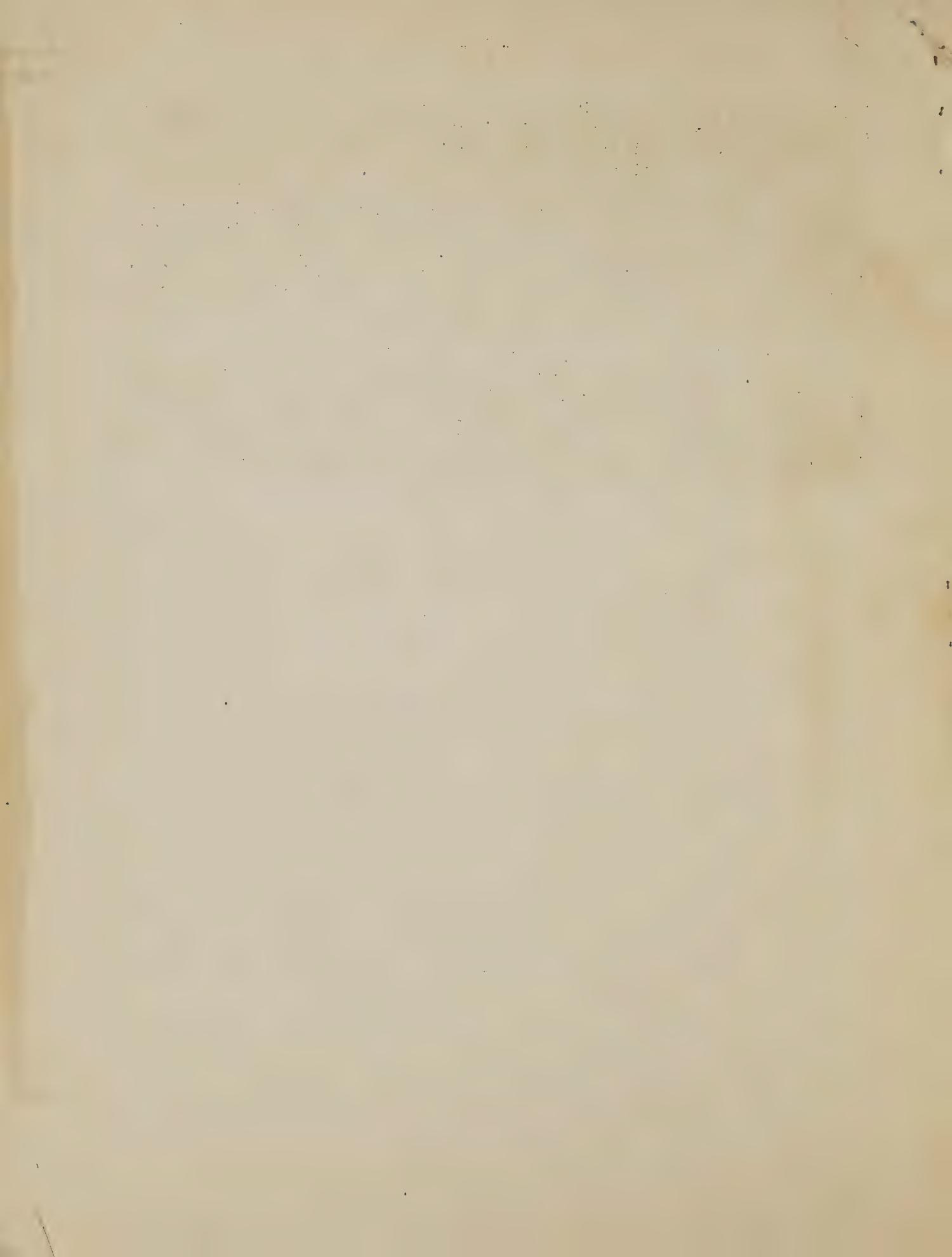
In conclusion, I expect that as long as we have the wide variation in training and in aptitude among county agents, we shall have a variation in their ability to write and make advantageous contacts through the press. I think we are far ahead of where we were 5 years ago, but improvement is a continuing task. There is no one answer. The best we can do is to make progress with individuals.

It would be well if every State could send a representative of its extension organization to the National Direct Mail Advertising Association. Here, people from many kinds of advertising organizations are present. You will find that their study of appeal to the wants or wants created is based upon the same principles on which we are working. I have attended many of these conferences and find them to be helpful, but the most important thing

I find is that they set a time aside to do the job. They use art work, photographic lay-out and composition because they feel them all to be very important. It brings us to the realization that if we are going to compete for the attention of the public we must do these things better. Each time I come back from these conventions, I am convinced that to set a time aside in our schedule for the preparation of material is just as important as some other things we do. That is the hardest thing we have to sell to our specialists and our agents. We do not have a very good answer when they raise the question, "We haven't time." It is true they haven't time, but it may be that we shall have to make adjustments so that this is considered in the time which they do have.

I would conclude by saying that discussion groups are one method of teaching. I believe they have a distinct place. I do not think they are going to be revolutionary. I think there are many ways we may use them and many dangers to be encountered. I hope that we do not get "discussionitis" as we got "panelitis" a few years ago and therefore think that that is the only vehicle which is going to be effective.

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Extension Service  
U. S. Dept. Agr.

*get a head*  
STATE LEADERS OF HOME DEMONSTRATION AGENTS SAY WHAT  
THE GREATEST PROBLEMS IN SUPERVISION ARE

Prepared from Suggestions received from the State  
Leaders of Home Demonstration Agents in the 12  
Eastern States for Supervisors' Conference

Victoria Hotel, New York City  
February 25-27, 1937



I. Specialists' services.

1. What is the nature of service of specialists and how are they scheduled?
2. Relationships of State leaders and specialists.
3. What is the place of the specialist in program planning?
4. Who shall train leaders - specialists or home demonstration agents?
5. What specialist help is needed in standardizing and marketing products of home industries?

II. Programs of work.

1. Methods of program development.
2. What does agricultural economics contribute to the home-economics program?
3. What has the Purnell research contributed to the home-economics program?
4. How get factual material as a background for programs of work?
5. What is a fair division of time between adult and junior activities?
6. What is the best procedure in planning community programs?
7. How can the home agents develop programs suited to the needs of the county?

III. Coordination of work.

1. What plans are used when home demonstration agents handle both adult and 4-H club work?
2. Coordination of adult-education programs conducted by all educational agencies in a State.
3. Competitive factors in our extension activities.
4. Home demonstration leader's responsibility to the county agent leader and specialists.
5. How may a recreation program be developed without a specialist in recreation?
6. The future of Resettlement as it relates to extension activities.
7. Developments along the line of Social Security for extension workers.
8. Responsibilities of three types of county extension agent to youth extension groups.
9. Working with underprivileged rural families.
10. How should county extension agents correlate programs to best advantage and what are the responsibilities of each agent?

IV. Finances and administration.

1. Procedure in obtaining county appropriations.
2. How to handle administrative problems of common concern to home demonstration, club, and county agents?
3. Need of more assistance for 4-H club work.
4. Maintenance of membership.



V. Method and plans.

1. Possibilities and limitations of local leadership.
2. Radio education.
3. Publicity, exhibits, and demonstration material - how financed and distributed.
4. Utilization of leadership in other ways than teaching subject matter to selected groups.
5. Responsibility of supervisor in improving method in extension work.
6. How to help home agents:
  - (a) Train discussion leaders.
  - (b) Train home project leaders.
  - (c) Get suitable illustrative material.

VI. Training and professional improvement.

1. The training of home demonstration agents.
2. Extension as a profession.
3. What professional improvement of extension workers should be advanced?
4. When is postgraduate work advisable for agents? What plan of granting leave?

VII. Supervisory program.

1. What is supervision?
2. What are the objectives in extension?
3. How may 4-H club subject matter be supervised by specialists and home demonstration agents?
4. What system for keeping reports of work done by groups and members?
5. Satisfactory methods for obtaining home demonstration check-up on results.
6. What are the State leaders' responsibilities in supervision?
7. How often should counties be visited by supervisors?
8. What marks an effective visit?
9. What help should the home agents receive from the other members of the State office?
10. What are effective ways and means of helping home demonstration agents to plan their time to better advantage?

